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MANUAL

of

The Board of Foreign Missions of the Presbyterian Church in the U. S. A.

Foreign Missions and
Overseas Interchurch Service

Revised 1952

156 Fifth Avenue, New York 10, N. Y.

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INTRODUCTION

THIS MANUAL is for the use and guidance of the members and officers of the Board of Foreign Missions of the Presbyterian Church in the U.S.A. and of its missionaries and fraternal workers.

The present revision of the Manual embodies the results of a study of the findings of such meetings as the International Missionary Council at Madras (1938) and Whitby (1947) and also a study of the Manuals of other foreign missions boards. It incorporates all actions to date of the Board and Missions relative to changes in principles and rules, especially regarding Mission and Church relationships and responsibilities. This revision supersedes previous editions.

The Manual should be carefully studied by all concerned. Newly appointed personnel are expected to make a special study of its provisions and to take a related written examination before going to the field. All missionaries and fraternal workers are expected to comply with its provisions and to work under the Board in conformity with the system and rules outlined herein. The Manual is not a formal contract but the assent of the missionary and fraternal worker is required and no appointment shall be complete until the Board has received a signed and dated "Manual Acceptance Card."

The Manual is not a final expression of the Board's principles and rules but is subject to such amendments as the Board may, from time to time, deem to be for the best interest of the task. Missionaries and fraternal workers, also, may propose such changes through regular field administrative bodies. Matters not provided for in the Manual will receive careful consideration by the Board.

In the body of the Manual where "missionary" is used, it is understood to refer to "fraternal worker" also.

This edition of the Manual is published with the hope and prayer that it may be a help and guide to all those, both at home

and abroad, who are directly related to the work of Foreign Missions and Overseas Interchurch Service of the Presbyterian Church.

CHAPTER I

Board Organization and Administration

A. ORGANIZATION

1. 1. WHEN ORGANIZED

The Board of Foreign Missions of the Presbyterian Church U.S.A. was organized by the General Assembly in 1837 and was incorporated by the New York Legislature in 1862. The purpose of the Board as presently stated in the Charter is the "establishing and conducting Christian Missions outside the Continental area of the United States of America, and the general diffusion of Christianity." More recently, the statement of purpose has included overseas interchurch service, as related to autonomous Churches abroad. The United Women's Board of Foreign Missions, itself a merger of seven area Women's Boards, was merged with the Foreign Board in 1922.

2. 2. COMPOSITION

The Board is composed of 50 corporate members—18 ministers, 16 laymen, and 16 women, elected by the General Assembly for a term of three years.

3. 3. MEETINGS

Stated meetings of the Board are held on the third Monday and Tuesday of January, March, June, September, and November, with an additional one day meeting on the third Tuesday of May. The Annual Meeting is the stated meeting for June of each year, at which time the Board elects the general officers, consisting of a president and three vice-presidents, one a minister, one a layman, and one a woman, and also elects the executive officers (Secretaries and Treasurers).

4. 4. STANDING COMMITTEES

The work of the Board is conducted largely through Standing Committees of the Board members, appointed annually. Each Board member is on one or more of these Committees, which meet before each Board meeting or more often as may be determined. The executive officers related to the work of each Committee meet with that Committee. They have the privilege of discussion but do not vote. Each Committee deals with matters of major importance presented to it, either by the related executive officers, the Executive Council, the Board, or its own members. Recommendations of each Committee are presented to the Board for action and record. These Standing Committees are listed below, together with a statement of their major field of service.

a. **Foreign Committee,** which deals with all questions of major importance in the overseas work of the Board.

b. **Home Base Committee,** which is responsible for the cultivation and education of the home Church in all matters pertaining to the work of the Board.

c. **Committee on Women's Work,** which is responsible for the special cultivation of the women of the Church, maintenance of personal relationships with women missionaries, and the development of a close fellowship with women's organizations on the foreign field.

d. **Committee on Work with Laymen,** which is responsible for work with laymen of the Church in matters pertaining to the work of the Board.

e. **Personnel-Medical Committee,** which has a dual responsibility (1) for securing, guiding, and recommending candidates for missionary appointment; (2) for advising the Board on overseas medical policies and regarding the health care of the missionaries at home and abroad.

f. **Finance Committee,** which is responsible for the overall financial investments and operations of the Board as provided for in the by-laws of the Charter of the Board.

g. **Committee on Policy and Methods,** which deals with the general policy and programs of the Board, whether by reference from the Executive Council, the Administrative Committee, other

Board Committees of the Board, or taken up on its own initiative. The Committee serves as the nominating committee of the Board for executive officers.

B. ADMINISTRATION

5. For purposes of expediting the administrative work of the Board, at home and abroad, the executive officers (Secretaries and Treasurers), are organized as follows: (1) Five Departmental Councils; (2) the Executive Council and (3) the Administrative Committee.

6. **1. DEPARTMENTAL COUNCILS**

Each departmental council is related to the central integrating Executive Council and to the corresponding Standing Committee of the Board, and reports to the Board through these agencies. Each Council consists of the secretaries or treasurers of the department, together with a representative or representatives of the other Councils. The secretaries and treasurers of these Councils perform their duties in accordance with the Rules of Administration adopted by the Board.

a. **The Foreign Council** is responsible for the administrative work of the Board and for considering and making recommendations on all requests from the field of whatever nature.

b. **The Home Base Council** is responsible for the cultivation of the home Church. The Council coordinates the speaking engagements of the members of the Board's staff and the assignments of missionaries for the cultivation of the churches. The Area offices are under the general supervision of the Home Base Council.

c. **The Personnel-Medical Council,** acting for the two departments, has the following major responsibilities: (1) cultivation, selection, and recommendation of candidates for appointment to missionary service; (2) study and recommendation to the Board on all medical matters requiring Board action, especially questions relative to the health needs of the missionaries and questions of long range medical program for the several mission areas.

d. **The Council on Women's Work,** which is responsible for the special cultivation of the women of the Church, the encouragement of cordial relations between the women of this country and the women abroad, and the responsibility for the Board's interest in interdenominational and interboard work dealing exclusively with women's work.

e. **The Treasury Council** is responsible for studying the financial operations of the Board at home and abroad. It has special duties in regard to the accounting procedures abroad and in regard to the securing of trained treasurers for field offices.

7. 2. DEPARTMENTAL DIVISIONS

a. **The Division of Youth Work,** under the Home Base Council, and in cooperation with similar divisions of other Presbyterian Boards, is responsible for the cultivation of missionary interest among the youth of the Church.

b. **The Division of Special Gifts,** under the Home Base Council, is responsible (1) for seeking to arrange the support of individual missionaries and keeping the supporters informed as to the field work of the missionaries; (2) for seeking gifts from individuals, churches, women's societies and other adult organizations of the Church, for the support of special objects and projects on the approved list.

8. 3. INTER-DEPARTMENTAL DIVISIONS

a. **The Literature and Publications Division** is responsible (1) under the Home Base Council, for preparing and distributing such literature and publicity material as will adequately present the programs and needs of Presbyterian Foreign Missions and Overseas Interchurch Service before the home Church and the public at large; (2) under the Foreign Council, for stimulating on the mission field the production and distribution of Christian literature and world literacy.

b. **The Audio-Visual Division** is responsible (1) under the Home Base Council, for the production of such audio-visual materials as may be needed to publicize adequately in the home Church the work of Presbyterian Foreign Missions and Overseas Interchurch Service; (2) under the Foreign Council, for seeking,

in cooperation with interdenominational agencies, to provide methods and materials for the development of an adequate program of audio-visual education and evangelism for the Missions and the national Churches.

c. The Secretary for Student Work

(1) Under the Home Base Council is responsible (a) for cultivation of American students for the world mission; (b) for supervision of foreign students on Board scholarships in the United States; (c) for the cultivation of other foreign students in the United States; (d) for arranging, in consultation with the foreign secretary concerned and with American educational institutions, for study in the United States of both missionaries and foreign students on Board scholarships.

(2) Under the Foreign Council is responsible for the development of student work abroad in consultation with the foreign secretaries.

9. 4. **THE EXECUTIVE COUNCIL,** consisting of all regular and acting executive officers of the Board, serves as (1) the integrating administrative agency, and (2) the agency for final approval of all actions in departmental councils which are to be presented to the Board or its committees. The scope of its activities, among other things, includes:

a. Studying the overall task of the Board as it changes and develops.

b. Presenting to the Board proposals in outline for the advancement of the work and for meeting regular and emergency situations and demands.

c. Maintaining a close connection with the mission field and the home Church, and keeping both aware of world missionary problems and opportunities, and planning for such policies and programs as shall bring the Christian Gospel to bear upon them with the greatest effectiveness.

d. Acting, ad interim, at its regular bi-monthly meetings on routine matters and on major items which are so urgent that they should not be delayed until the next formal meeting of the Board.

10. **5. THE ADMINISTRATIVE COMMITTEE** serves as the executive committee of the Executive Council and has the responsibility for the administrative direction and coordination of the work of the Councils. Among its functions are the following:

a. Formulating general policies for presentation to the Executive Council and the Board.

b. Exercising oversight of the work of the related Councils and Divisions.

c. Maintaining administrative contact with the Policy and Methods Committee.

11. **6. THE CHAIRMAN OF THE ADMINISTRATIVE COMMITTEE**

a. Serves as the chairman and coordinating officer of the Executive Council.

b. Represents the Administrative Committee and the Executive Council with the officers of the Board and at regular meetings of the Policy and Methods Committee.

c. Is the liaison officer of the Board with outside organizations.

d. Counsels with the individual executive officers regarding the most effective administration of the work of each Department or Division.

CHAPTER II

The Motive, Aim, Task, and Types of Missionary Work Abroad

A. THE MOTIVE

12. Missionary service finds its compelling motive in the will and purpose of God in Jesus Christ, in the need of men for the redemption and power of Christ, and in a personal sense of mission created by the indwelling Christ.

B. THE AIM

13. The supreme and controlling aim of missionary work is to make the Lord Jesus Christ known to all men as their Divine Savior and to persuade them to become His disciples; to gather these disciples into Christian churches which shall be self-propagating, self-supporting and self-governing; to share with these churches in the evangelizing of their countrymen and of the world, and in bringing to bear on all human life the spirit and principles of Christ.

C. THE TASK

14. The Board recognizes: 1) that the task of world evangelism starts today from the vantage point of the ecumenical Church with its common organization and its sense of a common faith and common responsibility, involving all Churches in a partnership in which each is to bear its own distinctive witness to the world; 2) that the special task of the overseas missions of the Board is to share with the Churches of Asia, Africa, Latin America, and Europe, in their unfinished task and opportunity; 3) that

the task calls for that pioneer spirit which will make each succeeding period a new epoch of missionary enterprise in the unfinished task of world evangelism; 4) that such a task includes: a) **Extension evangelism**, leading to the organized church, and b) **Interchurch service,** including the development of the Church and its evangelistic outreach at home and abroad.

15. **1. EXTENSION EVANGELISM**

Proclaiming the Gospel to those who have not heard it before will always be a major objective and concern of the Board and its supporting constituency, and a primary challenge to missionary service for the youth of the Presbyterian Church.

The Board seeks to cooperate with all Churches, older and younger alike, in establishing Christian work in areas of the world not yet reached, and in extending such work in areas where the Church is not firmly established.

16. **2. OVERSEAS INTERCHURCH SERVICE**

The period of pioneer evangelism on the part of the Board has passed in many areas where it maintains work, but, for the present, missionaries are still needed in those areas, not only in institutional work, but also for assistance in the enlargement of the work of the Church.

D. TYPES OF MISSIONARY WORK ABROAD

17. The Board considers that various types of missionary work are valid, 1) when they contribute to the aim of making known the full meaning of the revelation of God in Jesus Christ, and 2) when they seek to win men and women to become His disciples. In this sense, all are evangelistic; questions of proportion and relation of the various types and methods must be determined in the light of the time and place.

In listing these several types of possible missionary service, the Board recognizes that any such list can only be suggestive and is not to be restrictive. The Church and missionaries should always be ready to enter into new types of service and should attempt to become all things to all men if by all means they may win some.

18. **1. DIRECT PRESENTATION OF THE GOSPEL**

The Board commends the following methods of direct presentation of the Gospel: 1) visitation evangelism; 2) regular itineration; 3) constant witness in private and in public to the power of Christ to forgive sinners and transform their lives; 4) preaching and teaching; 5) distribution of literature; 6) definite teaching of the Bible; 7) the example of the Christian life and of the Christian home; 8) visual and audio evangelism by means of film, radio and television.

19. **2. RELIGIOUS EDUCATION**

One of the basic services the missionaries may perform for the churches is (a) to help the religious education program of the individual churches, through 1) Sunday schools; 2) week-day Bible schools; 3) religious education in the home; and 4) teacher training conferences; and (b) to make effective a program of Christian education in general schools and colleges by means of 1) Bible classes; 2) student Christian activities on the campus and in the local church.

20. **3. YOUTH WORK IN SCHOOLS AND INDUSTRY**

One of the important missionary activities is a Christian service for youth, Christian and non-Christian, in colleges and universities, and in industry. Such work should be a cooperative effort of the churches and related organizations, and may include 1) youth evangelism; 2) Christian hostels and Christian centers for students; 3) counselling service; 4) camps, institutes and conferences; 5) life enlistment for Christian service; 6) secretaryship for youth work in major areas; 7) student Christian unions.

21. **4. CHRISTIANIZING HOME AND FAMILY LIFE**

The most elementary social institution is the home. It is the most strategic center for evangelistic work and for instilling Christian principles of love and brotherhood; the best religious education can be centered there; spiritual values of living are made real and creative. In schools and colleges, the missionaries may share in promoting this work by aiding in establishing courses to include, among others: 1) domestic science; 2) psychology; 3)

human relationships; 4) home nursing; and 5) child training and care.

22. **5. LEADERSHIP TRAINING**

One of the tasks in which the younger Churches are asking for missionary assistance is the training of leaders. To this end, the missionaries should assist in a program 1) of recruitment of young men and women for Christian service, general and specialized; 2) of more adequate training of the ministers of the Church, both ordained and lay, to include both acquaintances with the thought and experience of the Church through the centuries and a more thorough knowledge of the culture and religions of their own people.

23. **6. CHRISTIAN SOCIAL SERVICE**

The Board recognizes Christian social service as a definite form of direct missionary work, an essential feature of the life and work of the Church, and a valuable means of making known the Gospel, of expressing the love of God in Jesus Christ, and of exemplifying the social teachings of the Gospel.

Such service will take various forms. Among these are: 1) primary and adult education as a cure for prevailing illiteracy; 2) medical and public health aid; 3) demonstration of individual case work methods in selected medical centers; 4) introduction of improved methods of agriculture; 5) reform of industrial conditions; 6) settlement houses; 7) work among factory employees; 8) rural reconstruction, promoting the educational, economic, social and other interests of an entire community. Some of these forms are further developed below.

24. a. **Christianizing Communities of Industrial Workers**

The industrialization of the countries of the younger Churches is causing the removal of many of the rural peoples to the area of such industries; among these are many rural Christian men and women. The missionary movement and the national Churches have a great responsibility for the conservation of these Christian peoples and for a program of evangelization suited to the industrial cities. Such a program would include 1) settlement houses,

2) Christian urban centers, 3) industrial chaplaincies, 4) Christian labor movements. It would seek to speak the word of God to men in the midst of their environment, to work alongside of their guilds and labor unions, to make them feel a sense of community centering in the Church, and to serve as a bond to knit men together into a brotherhood centering in Christ.

25. **b. Christianizing Rural Communities**

The younger Churches are largely rural and the approach to these rural areas for a betterment of the life of the Christians must be through a comprehensive program built around the total needs of the rural community. It will be concerned with 1) the economic status of the farmer, including soil fertility and farming methods; 2) attitudes of distrust and suspicion which prevent wise cooperation and collective activities; 3) superstitions and religious ideas that stand in the way of better agriculture.

Such a ministry calls for missionaries and national Christians, both men and women, who know agriculture, home and family life, engineering, public health, rural education, carpentry and handicrafts. The approach should be a united effort in any one community to show the relevancy of Christianity to the whole of life.

26. **7. CHRISTIAN SCHOOLS AND COLLEGES**

a. Place and importance of Christian Schools and Colleges

The place and importance of Christian schools and colleges in the Christian missionary enterprise have been recognized from the beginning of modern missionary effort. The first Presbyterian U.S.A. missionaries who went out as evangelists, with the Board's approval organized schools in the course of their evangelistic efforts as a means of approach and a method of effective evangelism.

27. **b. Objectives of Christian Schools and Colleges**

The following objectives should mark Christian schools and colleges:

(1) General education of the highest type should be offered to

children of Christian and non-Christian families, under Christian auspices.

(2) The religious education courses should be given by persons familiar with modern practices and principles, with a definite emphasis on evangelism.

(3) The evangelistic work of the school should center around the church (on the campus, where possible) and should be planned so as to set forth the Gospel by word, example, work, and personal friendship. It should be designed to secure commitments of students from non-Christian families to Christ and the Church as well as to influence the families of such children by means of friendly visits and correspondence.

(4) The faculty of such schools and colleges should be predominantly Christian and should keep before themselves a sense of vocation and the urgency of manifesting Christ in their lives to those whom they teach.

28. **8. MEDICAL WORK**

a. Aim of Medical Work

The Board regards Christian medical work, animated by the spirit of Divine compassion, as an integral part of the missionary enterprise and a most effective method of evangelization. The aim of such Christian medical work should include:

(1) The relief of suffering and healing of disease.

(2) The impartation of a knowledge of hygiene and sanitation through public health programs (preventive medicine).

(3) The education and training of Christian doctors, nurses, hospital aides and technicians.

(4) The establishment of hospitals, medical schools and schools of nursing.

(5) The creation and distribution of medical literature.

(6) The provision of facilities for medical research.

(7) The replacement of superstition and ignorance regarding causes of disease by scientific knowledge.

(8) The training of the hospital staff in personal evangelism, seeking to bring the Gospel message to every patient.

(9) The follow-up of the healing ministry of the hospital through programs of Christian social services.

29. **b. Classification of Medical Institutions**

The medical institutions on the field should be grouped as follows:

(1) **The Outpatient Center.** This includes all forms of work not involving the care of inpatients, such as dispensaries, health centers, etc.

(2) **Hospitals.** A hospital is a medical unit equipped with laboratory, operating suites, medical and surgical outfit, and with such housekeeping and dietary arrangements as are suitable to the region. The professional staff should be not less than one qualified full-time doctor of modern medicine and one qualified supervising nurse, with sufficient nursing, clinical and employee staff to care efficiently for the patients.

(3) **Medical Schools and Nurses' Training Schools.** The emphasis of all missionary medical service should be upon the training of nurses and doctors, thereby establishing in each country an indigenous Christian medical profession. The accomplishment of this purpose may require medical schools and nurses' training schools under Christian auspices in some cases, and in other cases, the support of Christian students in government or private schools in the country, and scholarships for study abroad.

30. **9. LITERACY AND LITERATURE**

a. Literacy. One of the great facts of modern times is the literacy movement. The Christian Church has been a prime mover in this drive against illiteracy and continues in the forefront of the campaign today. In some lands a large proportion of the population is still illiterate and to them the Bible is still a closed book. Emphasis in this work is placed, therefore, on village primary schools and adult education.

31. **b. Literature.** In most lands of the younger Churches, literature possesses a unique value and power. The Christian groups in every land should give major emphasis, in any program of evangelism and Christian nurture, to the preparation and distribution of the following types of literature, all with a distinctive evangelistic appeal: 1) graded materials for illiterates and newly-literates; 2) literature embodying popular Christian apologetics

dealing with prevailing religions, current philosophies, and such modern tendencies as Communism, secularism and atheism; 3) textbooks for schools and colleges adapted to the needs of such schools and of a calibre that they may gain circulation not only in Christian institutions but in others as well; 4) original works by Christian nationals; 5) religious and social newspapers and periodicals, and religious articles in secular newspapers; 6) literature for women and children and other special groups. In such a program, special attention should be given to the manner of distribution, using literature secretaries, Christian bookstores, reading rooms, circulating libraries and colporteurs.

32. **10. AUDIO-VISUAL EVANGELISM**

One of the significant advances in modern education and evangelism has been the cooperative undertaking of the missionary agencies and the national Churches in the production and use of audio-visual materials, including radio, film strips, motion pictures, etc. These media are designed for use in schools and colleges, public health, literacy, home and family life, and similar educational phases of Christian missionary service, and in direct evangelism. Their use will need the combined support of all Christian workers, and of missionaries and nationals specially trained for such service.

33. **11. FIELD RESEARCH**

The many problems which Christianity faces in its world-wide program call for careful study. Missions and field organizations are urged to provide for continuous research into the objectives and methods of our work. This should include evaluation of religious, social and economic backgrounds of the countries in which we serve.

CHAPTER III

Field Administration of Work

34. GENERAL STATEMENT

The Missions with their well-defined responsibilities and functions have been the administrative bodies which, under the general direction of the Board, have carried on mission work in specified areas. Two of the primary aims of the Missions have been: 1) the organization and development of autonomous Churches and their leadership; 2) the progressive transfer of responsibilities and functions to these Churches and their agencies, as might be determined from time to time in conference. During recent years, as the Churches have strengthened their organizations and increased numbers of national leaders have assumed their place in the Churches, the administrative situation, as between the Missions and the Churches, has been a varying one. The following concrete situations are found:

1. In some areas the National Church has assumed all the administrative functions of the Mission or Missions of the Presbyterian Church U.S.A. relative to the work program.

2. In some areas the Church has assumed all administrative functions of several denominational Missions which had been cooperating with it.

3. In some areas there is a joint administrative body, composed of representatives of the Mission and Churches.

4. In some areas the mission organizations continue as previously, with their usual functions and objectives, all closely related to the Church and its program of activities.

The following rules have been formulated by the Board to govern its continuing participation in the program by means of missionary personnel and funds under each and all of these administrative situations.

A. ADMINISTRATION BY CHURCH

35. In assuming responsibility for the entire Christian program, including those activities previously administered by the Missions, the Churches will wish to express their Christian faith not only by direct preaching and teaching of the Gospel but also by means of those many other forms of activity which have proved so fruitful under the Missions in the full expression of the Christian way of life, such as medical, educational, and social service work. The Board understands that those agencies which have been established by the Missions and which properly belong to the Churches will be vitally related to the Churches and used by them for their welfare and development and for their continued evangelistic outreach.

36. 1. ORGANIZATION FOR ADMINISTRATIVE CONTROL BY CHURCH

In order to assure continuity of administration of the several lines of missionary activity, the Board understands that, in each case of transfer of full responsibility, there will be special consideration given by the Churches to the provision of such additional church officers and committees and boards of trustees for institutions, as may be found necessary. These would be appointed by the appropriate church bodies, and would include an executive or over-all committee to carry the continuing administrative functions, and such special committees as may be needed for the several functional tasks.

37. 2. RESPONSIBILITY OF CHURCH ORGANIZATION

The Church field organization, together with related agencies and autonomous institutions, will need to assume the following responsibilities:

a. General

Give information and advice to the Board on all matters affecting the Board's participation in the work in the area.

38. **b. Missionary Personnel**

(1) Take action regarding the location and field training of missionaries.

(2) Supervise the work of the individual missionary and provide for the widest use and most inclusive service of each.

(3) Make requests for new missionaries.

(4) Advise the missionary and the Board on furloughs and future service.

(5) Provide for departmental and general inspirational conferences of missionaries and fellow national Christian workers.

(6) Take action regarding the return of missionaries after each term of service.

39. **c. Finances**

(1) Submit budgets, current and capital, showing amounts to be raised locally and the amounts to be asked from the Board, not including missionary maintenance.

(2) Distribute undesignated appropriations.

40. **d. Property**

Use and care of property held in the name of the Board, other than property related to missionary maintenance.

41. **e. Cooperation**

(1) Make recommendations to the Board regarding cooperation or union with other field organizations.

(2) Make recommendations regarding the loan or transfer of missionary personnel, appropriations or property to other organizations.

42. **f. Reports**

Submit to the Board, minutes, reports (including audited financial reports), records, statistics and correspondence which are necessary for the continued financial participation by the Board and the creation of interest on the part of the Presbyterian Church in the U.S.A.

43. **3. RELATION OF MISSIONARY TO CHURCH FIELD ORGANIZATION**

a. In each area where the former mission organization has been superseded by a church field body as the administrative

organization, the rules and regulations governing the relations of the Presbyterian Board (and other Boards) with the field administrative body will be contained in a separate constitution for this body, approved by the Board.

44. b. Each missionary is expected to familiarize himself with the constitution, the by-laws, and the general policies which give direction to the actions of the field administrative body for his area, and should seek to be informed on all the activities and actions of the organization. Such rules and regulations are supplementary to the general Manual rules and should be observed by each missionary.

45. **4. CONTINUING BOARD FIELD ORGANIZATION AND OFFICERS**

In those fields where the Missions as administrative organizations have been discontinued, and missionaries are remaining for service under the Church and its agencies, the Board will maintain such a field organization and such officers in each area as may be indicated in the transfer agreement. This may be done, separately or jointly, with other Boards similarly related to the Church.

Unless otherwise provided in such agreements, there shall be:

46. a. **A Field Representative** with general duties as outlined in Arts. 97-102 and with specific duties as indicated in the transfer agreement.

47. b. **A Field Treasurer** with general duties as outlined in Art. 72 and with specific duties as are indicated in the transfer agreement.

48. c. **A Missionary Committee,** composed of missionaries, set up in accordance with the transfer agreement and charged with the responsibility of keeping the Board advised on matters affecting the maintenance, efficiency, and welfare of its missionary personnel. To this end it shall:

(1) Draw up annual estimates and make recommendations for missionary maintenance.

(2) Use and control property held for missionary maintenance.

(3) Supervise the language study of missionaries until language requirements have been met (unless otherwise provided for).

(4) Provide for the medical care of missionaries, including health furloughs.

(5) Supervise the education of missionary children on the field.

(6) Advise missionaries on personal problems.

(7) Appoint Board representatives to governing and advisory boards, joint committees and special committees, when the constitutions of institutions and committees call for such appointment.

(8) Cooperate with the church field organization in planning for departmental conferences etc., as provided for in Art. 38.

(9) Arrange for and send to the Board annual publicity reports pertaining to the personal work of the missionaries.

(10) Appoint such sub-committees as may be necessary for the conduct of its work.

B. ADMINISTRATION BY MISSION

49. In all areas where the Board maintains a Mission, it is the agency of the Board for organizing and administering the work on the field. Its powers are delegated by the Board, with the approval of the General Assembly, and are defined herewith. It regularly reports all actions to the Board for review and approval. The Mission is not a permanent institution. It is a necessary organization in the first stages of evangelization, but aims to build up as soon as possible an indigenous Church, which shall be self-propagating, self-supporting and self-governing, and prepares and encourages the national Church to complete the work of evangelization in the mode best suited to its own national genius.*

50. **1. MISSION AND STATION DEFINED**

a. A **Mission** consists of all misssionaries under appointment by the Board in a particular country or geographical area or a

* See action of the General Assembly of 1922.

designated territory within a country. In reference to field administration and for specific designation at home, the term applies to both the geographical area and to the organization of the missionaries in that area.

b. A **Station** is a place or district designated as such by the Board, where one or more missionaries are assigned to service and residence. The term may apply both to the area and to the missionary membership of the area.

51. 2. ADMINISTRATIVE FUNCTIONS OF THE MISSION

In fulfilling the Board's trusteeship under the General Assembly and under its civil Charter of Incorporation, certain administrative functions are assigned by the Board to its representative field agencies, the Missions. In the exercise of these functions the Missions are expected to have full conference with the national Church and its agencies and institutions regarding matters of mutual concern. These functions are listed below:

52. a. General Functions

(1) Organization of the Mission, including the determination of the duties of its various committees.

(2) Initiation of and decision on questions of mission policy and program.

(3) Formation, operation, and supervision of all departments of the work to assure the carrying out of the major policies and programs as defined from time to time, and the regular expansion of the work to meet new situations.

(4) Action, information or advice to the Board on all matters affecting the Board's work in that area.

(5) Submission to the Board of official minutes, records, reports and correspondence.

(6) Recommendation regarding any loan or transfer of the Board's personnel, funds or property to other organizations, and regarding cooperation or union with other field organizations.

(7) Making annual reports to the Board for review and approval.

53. **b. Personnel**

(1) Assignment of the individual missionaries to their stations and their tasks, except as otherwise provided for in individual cases.

(2) Supervision, guidance and care of missionaries in their tasks, including support, housing, field training, health, vacations.

(3) Determination of all emergency and regular furloughs in accordance with the regulations of the Board on terms of service and furloughs.

(4) Submission of requests for appointment, discontinuance, and retirement of missionaries.

(5) Election of Mission delegates to the General Assembly in the U.S.A., to conferences on the field and to Field Councils.

(6) Advice to Board and missionaries on furlough study and other furlough activities.

54. **c. Finance and Property**

(1) Recommendation on estimated annual budget, both current and capital, showing (a) proposed expenditures by classes, (b) resources available on the field, and (c) supplementary assistance needed from the Board.

(2) Decision on expenditures within the regular appropriations of the Board for the Mission.

(3) Custody of, reports upon, and audited accounting for all Board appropriations, both current and capital.

(4) Distribution of all undesignated appropriations and of any undesignated increase or reduction.

(5) Control, use, and care of property and recommendations for purchase of new property.

(6) Legalizing and holding of Board title deeds to property.

55. **3. MISSION ORGANIZATION**

a. Essential Principles of Organization

The importance of a Mission's functions demands that its field organization be defined and coordinated and that its field administration be efficient. The responsibility for securing these essentials rests upon the Mission itself and any existing Field

Council. The best form of Mission organization embraces the following features:

(1) Participation by all who are qualified, either directly or by delegation.

(2) Departmentalization of the larger phases of the work.

(3) An active and representative Executive Committee.

56. **b. Specific Procedures of Organization**

The missionaries shall, unless otherwise provided for by definite cooperative arrangements approved by the Board, organize themselves as a Mission and elect officers in accordance with this Manual. Each Mission may adopt such rules and by-laws as are, in its judgment, best calculated to promote the regularity, economy, and effectiveness of its work, provided that nothing in such rules shall in any way conflict with the Board's Manual. Copies of the rules and by-laws should be sent to the Board for its information.

57. **4. MISSION ADMINISTRATION**

a. Board and Mission Responsibility

There is no absolute division of administrative responsibility as between the Board and the Missions: the general tendency has been to increase the responsibility of the Mission and the Field Representative for the details of the work, but, at the same time the Board retains general supervision, and remains responsible for securing and maintaining the missionary personnel. In particular: (1) Where there are burdens which the Board can bear, or anxieties it can relieve, or difficulties it can remove, it is under obligation to seek out ways of doing so. (2) Where there are errors to be corrected, mistaken policies to be changed, failures to be overcome, the Board must be responsible for dealing with the situation. (3) All this service is to be rendered in full recognition of the field force and its responsibility. (4) In carrying out these responsibilities the Board shall plan for periodic visits by an executive officer of the Board.

58. **b. Mission Responsible for Immediate Care and Supervision**

The Mission has the immediate care and supervision of all

work within its limits. In all field matters it has the right of initiative. The Board may also exercise the right of initiative in conference with the Mission. All questions of mission policy and method, and of expenditure within the budget of the Board for the Mission, are subject to the decision of the Mission. The Board reserves the right of supervisory action and authority, especially where any problems or policies involve: (1) relations with other Mission Boards and denominations on the field; (2) relations and interests wider than those of any particular field; or (3) where the relations of Missions and governments are concerned.

59. **c. Provision for Appeals**

Under the system of administration by which the General Assembly conducts the work through the Board of Foreign Missions, the Assembly has made provision for appeal in line with the usual procedure of the Church, as follows:

(1) A Mission may appeal to the General Assembly from the decision of the Board on any question affecting the work, if and when a satisfactory adjustment cannot be made by conference, the appeal to be presented in writing through the Board.

(2) Mission minorities and individual missionaries may appeal to the Board from decisions of the Mission, and to the General Assembly from the decisions of the Mission and the Board in all matters of their concern. Such appeals shall be made in writing and presented through the Mission.

60. **5. MISSION POLICY AND OBJECTIVES**

Each Mission should outline its major objectives from time to time in harmony with the aim set forth in Chapter II of this Manual. These should be formulated to accomplish, among other purposes, the following specific purposes:

a. To make all forms of missionary work contribute to the evangelistic endeavor, thus assuring each missionary a vital contact with the primary missionary task.

b. To emphasize forms of work which are aimed at creating and developing a national Christian leadership.

c. To emphasize the aim of bringing the Churches to the point of full self-determination and assumption of responsibility

for all those mission and cooperative activities as appropriately belong to their own continuing developing life, such as educational, medical, literature and social service work, etc.

d. To arrange for the transfer as rapidly as possible from the founding Mission to the younger Church, of all mission activities for the welfare and development of the Church.

e. To encourage and assist the Church in applying the principles of the Gospel to the moral, social, and economic problems of community and nation.

61. **6. MISSION MEETINGS**

a. Regular meetings of the Mission shall be held at such times as each Mission may determine, and all missionaries shall be entitled and expected to attend unless otherwise specifically provided. If circumstances require delegated meetings, the actions of such meetings shall have the same force as those of meetings of all the members of the Mission.

b. Special meetings may be held subject to the rules of each Mission, the actions to have the same force as those of regular meetings.

c. In regular and special meetings, at which a quorum is present, all questions, except those involving appropriations, the expenditures of funds, or the location or transfer of a missionary, shall be decided by a majority vote of those present. On these major questions, a two-thirds affirmative vote of those present shall be required for approval.

d. All regular missionaries who have been on the field one year or more, and have completed the language study outlined for the first year, shall be entitled to vote. However, where a missionary is given a full assignment of work before completion of the first year of language study, or where he has been excused from language study, he shall be entitled to vote at the end of the first year.

e. Special term and affiliated missionaries and technical workers are not entitled to vote.

f. Regular minutes shall be kept and copies sent to the Board and to the Field Council (where organized), soon after each meeting, indicating such actions as call for Board consideration.

Especially important matters are to be reported in covering letters.

62. **7. MISSION EXECUTIVE COMMITTEE**

a. General Provision for Election

Each Mission shall elect a representative Executive Committee with full authority of the Mission for the transaction of all ad interim business of the Mission.

63. **b. Specific Duties**

The Executive Committee, subject to Mission by-laws and to appeal, shall be entrusted with authority to undertake the following specific duties:

(1) To receive ad interim, consider, and take action on all requests from individual missionaries, stations, committees or institutions of the Mission, and to forward to the Board such actions as require Board consideration.

(2) To initiate such action, from time to time, both as regards personnel and program, and use of funds, as the Committee deems necessary for the best interest of the work.

(3) To supervise the individual and collective carrying out of the Mission's policies and programs.

(4) To arrange for regular surveys of the entire task in cooperation with the Church and its agencies, with a view (a) to coordinating the various activities of the Mission and Church, (b) to initiating new and improved methods of work, (c) to assuring the Board and the Mission that the resources of the Mission are being used to the best advantage. (Where Field Councils exist, they will plan for these surveys throughout the wider area in which they function.)

(5) To seek to achieve and implement that harmonious teamwork which is indispensable to the fullest success.

(6) To serve as the Mission's Committee on Policy and Methods, charged with responsibility for presenting to the Mission, at its annual meetings, suggestions as to changes in policy and program.

(7) To serve as the Steering Committee at Mission meetings, and as its Committee on Program.

64. **c. Transaction of Business**

(1) The Executive Committee shall generally transact its business at regular meetings during the year.

(2) The Committee may also carry on its activities through circular letters and ballots, all such correspondence and balloting being conducted through the Mission Secretary.

65. **d. Executive Committee Reports**

The Executive Committee shall report promptly its actions to the members of the Mission, provide for consideration of protests, and report final actions requiring Board action immediately to the Board.

66. **8. FULL ADMINISTRATION OF MISSION WORK BY THE EXECUTIVE COMMITTEE**

The Board commends the practice in many Missions of committing all administrative matters of the Mission to a representative Executive Committee. Such practice (a) secures more prompt decisions on all questions requiring Mission action; (b) affords constant liaison with the Board on all matters which require Board action; (c) permits the full meetings of the Mission to be devoted to such questions as (1) determination of policy and major objectives; (2) elections; (3) review and control and (4) inspiration and fellowship.

67. **9. MISSION SECRETARY**

a. Provision for Selection

The Board makes the following provisions for the position of Mission Secretary: (1) A Field Representative appointed for one Mission will serve as the Mission Secretary; (2) Where there is a Field Representative appointed for two or more Missions, each Mission shall elect a Secretary, subject to confirmation by the Board. (See Art. 106.)

68. **b. Duties**

The following secretarial duties are outlined for each Mission. In those Missions where the Field Representative is the Mission Secretary, he will assume these duties. In other Missions, the

elected Secretary shall assume these duties in relation to the assigned duties of the Field Representative for the area. There should be definite agreements in each instance on assignment of duties, to provide for the efficient correlation of the work and the expedition of actions and correspondence with the missionaries and the Board.

69. (1) *Administrative Functions.* In his administrative capacity he may, under the Executive Committee, be the active agent of the Mission and its Executive Committee for:

(a) Implementation of Mission and Executive Committee action;

(b) Supervision and survey of the work by means of personal visitation and correspondence;

(c) Maintaining mission policies;

(d) Coordinating its varied activities;

(e) Constant study of the work, with recommendations to the Committee for new and improved methods;

(f) Consultation with individual missionaries regarding their work—seeking to help to make adjustments in the work of each, as may be necessary;

(g) Service on the Area Council where one is established.

70. (2) *Secretarial Functions.* In his secretarial capacity he shall:

(a) Keep the official records and files of the Missions;

(b) Conduct the official correspondence with the Board;

(c) Forward official minutes, estimates, requests for new missionaries, new property, furloughs and other requests requiring Board action, to the Board through the Secretary of the Board responsible for the particular field;

(d) Prepare and forward full covering letters and other relevant material in explanation of all actions requiring Board approval;

(e) Receive and distribute all forms for reports and inquiries, assuring their return to the collecting source.

71. **10. PROVISION FOR BOARD FIELD REPRESENTATIVE**

The Board may, in consultation with the Mission, appoint a

Board Field Representative who would assume the above administrative and other duties as may be determined. (See Art. 97.)

72. 11. STATION SECRETARY

Each station shall choose a secretary and report his name to the Board. The duties of this secretary shall be: (a) to receive, handle appropriately, and file all official correspondence; (b) to receive and distribute all forms for reports and inquiries, assuring their due return to the collecting source; (c) to prepare and forward all covering letters in explanation of official actions of the station; (d) to circulate carefully among the missionaries the official letters from the Board and Mission; and (e) to perform other functions assigned by Mission or station.

73. 12. FIELD TREASURER

Each Mission shall nominate annually to the Board one of its members for appointment by the Board as Field Treasurer. In case of a vacancy, on request of the Mission, the Board may appoint a new missionary to serve as Treasurer, such appointment to be within the Mission's permanent quota. (For duties of the Field Treasurer, see Articles 254-271.)

74. 13. STATION TREASURER

Each Mission may elect annually, subject to confirmation by the Board, a Station Treasurer for each Mission station where the Board has missionaries in residence. (For duties of the Station Treasurer, see Article 272.)

14. MISSION COMMITTEES—TECHNICAL AND DEPARTMENTAL

Each Mission may appoint some or all of the following permanent departmental and technical committees, and such other committees as may be necessary.

75. a. Technical Committees

(1) Property (See Chapter X, Property); (2) Auditing (See Chapter VIII, Finance); (3) Orientation and Language (See Chapter IV, Missionaries).

76. **b. Departmental Committees**

Field Evangelistic: (1) Educational; (2) Medical; (3) Literature; (4) Audio-Visual; (5) Women's Work; (6) Youth Work; (7) Rural Work; and (8) Home and Family Life.

c. Duties of Committees

77. (1) Technical Committees: The specific duties of each of the technical committees are outlined in connection with the Manual rules regarding matters with which they are technically concerned in each case. (See reference above.)

78. (2) Medical Committee: Where medical personnel is available, the composition of the Medical Committee should be primarily medical. The Medical Committee has two major functions and duties: (a) the health of missionary personnel (See Chapter IV for details); (b) the medical work of the Mission.

The Medical Committee shall, under the Mission and its Executive Committee, coordinate the work and advise the medical workers and the Mission with a view to guiding Mission and Board policies and securing technical efficiency. Specifically, it should make recommendations regarding the following matters:

(a) The whole, rounded, definite Christian emphasis of the medical work;

(b) Allocation of medical personnel;

(c) Continued training of personnel;

(d) Administration and standards of hospitals;

(e) Location and development of hospitals, including size, and equipment;

(f) Opening of new medical work, including advice on all new work which will involve allocation of medical personnel;

(g) Correspondence with Medical Department in New York on any of these matters, especially by the Chairman of the Committee;

(h) Professional guidance of nationals on Mission hospital staff, especially as to post-graduate work on the field or abroad.

(3) Other Departmental Committees: The duties of other departmental committees will be in accordance with the rules of the Mission or responsible field organization.

79. 15. TEMPORARY TRANSFER OF MISSION FUNDS, INSTITUTIONS OR PERSONNEL

a. Provision for Transfer on Temporary Basis

In those areas where the Missions are the general administrative agencies of the Board, the Mission may transfer institutions, funds or projects to the national Church with which it is cooperating, and may loan missionaries for service in these institutions and projects, or for other forms of work agreed upon. These transfers shall be in accordance with the following rules:

b. Rules Regarding Transfers

80. (1) *Funds.* A Mission, with Board approval, may make current grants to the Church for general or specific purposes, the Church to have responsibility for the administration of such funds, making such reports of their use as may be asked for as in the case of any trust fund.

81. (2) *Institutions.* The Mission, with Board approval in each instance, may transfer institutions to the Church or a church-related agency under a written agreement prepared by Mission and Church, for a term of years, usually five, the agreement being subject to renewal and revision.

82. (3) *Personnel.* A Mission may assign missionaries to work under the direction of the Church, a church-related agency, or an institution controlled by the Church. The Mission may also, with Board approval, loan missionaries to other organizations or institutions. The Board makes the following conditions for all such personnel loans:

(a) The Manual regulations of the Board are applicable to all missionaries, regardless of assignment.

(b) All matters pertaining to the personal affairs of the individual, such as salary, housing, furloughs and furlough adjustments, leaves of absence, vacations, etc., are to be determined by the Mission or by the Mission and the Board.

(c) Where the interest of the organization or institution to which loan is made may be deemed to require it, specific proposals for exceptional treatment should be made through the Mission to the Board.

(d) A clear statement of the field and character of service expected, together with all financial questions involved, should accompany such request for the loan of workers, and any modification of or departure from such understanding should have the approval of the Mission, the Field Council, and the Board.

83. 16. PERMANENT TRANSFER OF ADMINISTRATION AND CONTROL OF EDUCATIONAL INSTITUTIONS

In those fields where the Missions are the general administrative agencies of the Board, the Missions, with Board approval, may transfer administrative responsibility and control of educational institutions from the Missions to the Church or related agencies or boards of control. In such permanent transfer the following provisions should be made:

a. The educational standards and continued Christian character should be safeguarded.

b. Lower schools should be made the direct responsibility of the Church, or church-related agencies.

c. Higher institutions including training institutions, and especially higher union institutions, should be placed under the care and control of Christian boards of trustees or directors, the majority of whom should be appointed by the Church or cooperating Churches.

d. Representatives of such boards should seek to maintain a vital connection with the Church, the alumni, the educational world, the Missions and the supporting constituency at home and abroad.

C. THE FIELD COUNCIL

84. 1. GENERAL STATEMENT

In those areas where the Board has several Missions which have administrative responsibilities, there may be organized a Field Council which shall be the highest organization of the Missions and the central field organization of the Board. Such a Field Council may be continued as the central organization of the Board where the church bodies have assumed full administrative control of the work of several Missions. The following rules

cover the organization and functions of the Field Council operating under either of the two conditions noted above.

85. **2. HOW CONSTITUTED**

Each Field Council shall be organized according to its constitution provided that the Field Representative (or Representatives) and the Field Treasurer, where there is a central Treasurer, shall be ex-officio members. There should be a continuity of service on the Council of each member for a fixed term.

86. **3. MEETINGS**

Each Council shall meet in accordance with its constitution and by-laws. It may hold special meetings by action of the Council. The officers shall present the agenda for each meeting and keep records of all meetings.

87. **4. FUNCTIONS**

It shall be the policy of the Board to delegate to a Council all practical routine and all field administration with such a degree of finality as to relieve the Board and its executive officers at the home base of the details of such administration and to permit prompt decisions on the various problems and questions arising in the several areas.

88. **a. Reference**

(1) It shall be the duty of the Field Council to deal with all matters which may be referred to it by the Board, by one or more of the Missions, or by the responsible field organization, in case of transfer of administrative responsibility from the Mission to such body. The Council shall make definite recommendations to the Board on all matters requiring approval by the Board. The Council may take the initiative, both with reference to the Mission, or responsible field organization and to the Board, in suggesting policies and methods.

(2) Except in cases of appeal, all communications from individuals, committees, or stations which call for Council action shall have the approval of the Mission or responsible field or-

ganization concerned or of its Executive Committee, before being submitted to the Council for action.

(3) The Council shall have the general oversight of the work of the missionaries of the Board within the area. It should study and make recommendations to the Missions or responsible field organizations and the Board concerning field policy and should outline major objectives for the whole field, seeking to promote the progressive development of the entire work by the Missions and the Church.

89. **b. Finances**

The Council shall advise the Board on all financial matters related to the Board's support of the work within the area. Accordingly, it shall be authorized:

(1) To receive from the Missions or responsible field organizations copies of their estimates, which it shall review and forward to the Board.

(2) To prepare a summary of the financial needs of the whole field, indicating their relative urgency for the guidance of the Board in the allocation of the appropriations for the coming year.

(3) To prepare new property and project lists showing the order of their relative urgency in each case.

(4) To allocate to the Missions or responsible field organizations such general or special funds as the Board may place in the hands of the Council.

(5) To coordinate and administer all matters affecting more than one Mission.

90. **c. Personnel**

The Council shall advise the Board on all matters pertaining to its missionary personnel within the area. Accordingly, it is authorized:

(1) To receive from the Missions or responsible field organizations annual requests to the Board for new missionary personnel and to express its judgment as to the relative urgency of all such requests by giving a priority listing.

(2) To allocate missionaries who are designated by the Board to the area without Board allocation to a specific Mission or related church organization.

(3) To transfer missionaries from one Mission to another within the area, after consultation with the individual and the Missions or responsible field organizations concerned.

(4) To determine all regular and emergency furloughs in accordance with the regulations of the Board on terms of service and furloughs.

(5) To recommend to the Board leaves of absence from the field upon the request of the Mission or responsible field organization.

(6) To make recommendations to the Board on the request of a Mission or responsible field organization or on its own initiative for the recall of a missionary from the service.

(7) To employ temporary foreign workers on the field within the limit of funds appropriated to Missions or Council.

91. d. **Church and Church-Related Agencies**

The Council shall serve as the liaison body between the Board and the national Church or Churches and related institutions or agencies.

(1) In all cases where full administrative responsibility has been transferred to the Church or church-related agency, the Council shall receive, coordinate and correlate all requests from the Church or its agencies for personnel, funds, property, etc., and shall forward these to the Board, together with full covering letters and comments indicating relative urgencies.

(2) The Council may make representations to the Church concerning policies and problems of work, particularly in relation to the use of the contributions of the Presbyterian Church, U.S.A.

(3) In all cases where agreements call for such, the Council shall represent the Board in cooperative enterprises, such as schools, colleges, hospitals, etc., and shall make recommendations regarding personnel and funds needed from the Board. Such recommendations are to be after due consultation with the Church or its responsible committees.

92. **5. COUNCIL OFFICERS**

a. Chairman or Secretary. The Chairman or Secretary of the Council shall preside at meetings of the Council and shall be given such responsibilities as may be outlined in the Constitution of the Council. The Field Representative may serve as Chairman of the Council with the understanding that the Council administration will be organized so that he shall be free to give attention to major matters of policy, personnel, and cooperative relationships with the Church and its agencies. (See Art. 97, Field Representative.)

b. Other Officers. Other officers may be appointed as provided for in the constitution whose duties shall be those indicated in the constitution, or at time of appointment.

93. **6. AD INTERIM BUSINESS OF COUNCIL**

(1) Ad Interim Committee. Where there are two executive officers, these officers, together with one other appointed member of the Council, shall constitute an Ad Interim Committee of the Council. This committee shall be the liaison administrative body of the Council, and shall be given authority for final and effective action on all urgent matters presented to it. Its duties and procedures shall be outlined in the constitution of the Field Council at the time of the organization of the Council.

94. (2) Circular Letters. Ad interim matters, requiring action by the Council, may be dealt with by circular letter or by a special meeting of the full Field Council. Such actions, adopted in the manner agreed upon in each instance, shall be reported to the Board in the usual way, where Board action is required. They shall become a part of the minutes of the Council. Matters presented by correspondence shall be accompanied by sufficient data to enable the members of the Council to form a clear judgment on the issue.

95. (3) Special Meetings. In case an item cannot be dealt with by circular letter and where it is necessary that action be taken before the regular meeting of the Council, a special meeting may be called according to the rules of the Council.

96. 7. REPORTS

The Council shall review all Mission minutes and reports, making such recommendations concerning these as it may deem necessary for Board review and action. The minutes of the Council itself shall be sent as soon as possible after each meeting to the Mission Secretaries and all missionaries in the area and to the Board, together with such comments as will assure prompt and intelligent action on the part of the Board.

D. BOARD FIELD REPRESENTATIVE

97. It is the policy of the Board to maintain a Field Representative of the Board in each defined area where it maintains missionaries and supports a field program, whether these are under the direction of the Mission or the Church or other responsible field organization.

98. 1. TYPES OF SERVICE TO WHICH APPOINTMENT IS MADE

The Field Representative may be appointed to serve: a) one Mission; b) two or more Missions with no Field Council for the defined area; c) two or more Missions having a Field Council for the defined area; d) an area of a former Mission where the Church has assumed full administrative control of the program; e) an area of several former Presbyterian U.S.A. Missions where the Church has assumed full responsibility and where there is a continuing Field Council; f) an area where the Church has assumed administrative responsibility for two or more denominational Missions.

99. 2. METHOD OF APPOINTMENT

The Field Representative shall be appointed by the Board in consultation with the Mission or responsible field organization; he may or may not have been a missionary prior to his appointment. He shall be nominated to the Board by the Administrative Committee, after approval by the Foreign and Executive Councils. Where two or more denominational Boards are concerned,

the appointment shall be made jointly and he need not be a member of the Presbyterian Church, U.S.A.; he may be under one of the cooperating Boards, and a member of another Church.

100. 3. FIELD RELATIONSHIPS

The field relationships of the Field Representative shall be defined by the Board at the time of appointment and will vary in accordance with the field administrative situation in each case: a) under a Mission administration of a program, he (and his wife) shall be a non-voting member of the Mission but not of any station, and he shall be a member of any cooperative committee of Missions in the area; b) under a church-administered program, he shall be related to the field in accordance with the field administrative arrangements entered into by the Board (and other Boards) with the national Church; c) where there is a continuing Field Council, he shall be a member-at-large, and may be Chairman of the Council.

101. 4. BOARD RELATIONSHIPS

The Field Representative shall be related to the Board through the Foreign Council, the Administrative Committee, and the Executive Council. In matters pertaining to the general policies and procedures of his office, he shall consult or correspond with the Administrative Committee through its chairman. Correspondence of the Field Representative covering field matters shall be sent to the Secretary of the Board responsible for correspondence with the Mission or field organization, who shall be responsible for presenting all recommendations to the Councils and the Board for action. This applies to all Field Representatives except those who may be related to a joint field cooperative committee with an Inter-Board Committee in America, in which case he shall be related to the Inter-Board Committee directly, and to the Board indirectly.

102. 5. RESPONSIBILITIES OF THE FIELD REPRESENTATIVE

The responsibilities of the Field Representative shall be of two types: a) responsibilities delegated by the Board, and b) responsi-

bilities assigned by the Mission or responsible field organization in conference with the Board.

103. **a. Responsibilities Delegated by the Board**

It shall be the policy of the Board to delegate to each Field Representative certain general and specific responsibilities. He shall be the liaison person between the Board and the Mission or responsible field organization and the national Church. It shall be his duty:

(1) To interpret clearly the needs of the field to the Board.

(2) To keep the field adequately and personally informed as to the policies and plans of the Board.

(3) To relate the Board and the Church in a closer bond of fellowship and partnership for the strengthening and enlargement of the work.

(4) To counsel with individual missionaries as to their tasks and their personal problems, and with representatives of the national Churches on matters of common concern.

(5) To study and deal with matters of routine field procedure and administration which previously may have been referred to the Secretary of the Board in New York responsible for correspondence with the field, thus securing more expeditious and effective action on field matters. However, administrative responsibility in every case rests with the regularly constituted committee or committees of the Mission or Church, or boards of trustees of institutions, in accordance with the agreements in the transfer of administrative responsibility.

104. **b. Responsibilities Assigned by Mission or Responsible Field Organization**

With the understanding that additional responsibilities may be given to the Field Representative, he shall be assigned the following activities in each defined area:

105. (1) General Responsibilities (all fields):

(a) To study and secure action on major and long-term policies.

(b) To make studies of and recommendation for solution of major field problems as they arise, including questions concerning missionary personnel and their adjustment to the service.

(c) To seek to secure the coordination of the work within a Mission or among the Missions in a defined area, including the relationship to the Church and its agencies.

(d) To make recommendations to the Board, to the Church or its agencies or institutions.

(e) To prepare an annual narrative report for use by the Board in its report to the Assembly.

(2) Special Responsibilities (each designated field):

106. (a) *Under One Mission* with administrative functions.

Where a Field Representative is serving in one Mission carrying an administrative program, he shall, in addition to the several responsibilities assigned by the Board, serve as *Mission Secretary* as provided for in Art. 67.

107. (b) *Under Two or More Missions* with administrative functions.

Where a Field Representative is serving two or more Missions, each carrying an administrative program, he shall, in addition to both the general responsibilities assigned by the Board and by the field, have such administrative duties for the whole field as are agreed upon by the Board and the Missions. In addition, each mission shall elect a Mission Secretary, subject to Board confirmation, whose duties shall be determined in relation to the assigned duties of the Field Representative.

108. (c) Under the *Church* with full administrative functions.

Where a Field Representative is serving in an area (one former Mission, or two or more former Missions) in which the Church and its agencies have full administrative responsibility, he shall, in addition to the general responsibilities delegated by the Board and by the field, be given such specific duties as are agreed upon at time of appointment and as provided in the agreement of transfer of the work. Where there is a continuing

Field Council, the Field Representative shall perform his duties in and through that Council and may be Chairman of the Council.

Where the Field Representative is appointed jointly by two or more Boards to serve in an area where the Church has full administrative control, his duties shall be outlined at the time of such joint appointment.

E. JOINT BOARDS OR COUNCILS

109. Wherever desired by an affiliated autonomous Church and a Mission or Missions, there may be a joint Board or Council composed of members of the Church and the Mission, under a constitution approved by the Foreign Board and the Church. This Board or Council shall be the agency through which the Foreign Board shall cooperate with such affiliated autonomous Church. Such a joint Council should not be regarded as a permanent organization, but as a temporary expedient before the attainment of complete administrative control by the Church or church-related bodies. The functions of such joint Boards or Councils shall be stipulated in the constitution of each such Board or Council.

F. CHURCH UNION

110. The historic policy of the Board as approved by the General Assembly has been 1) to build up independent national Churches holding the Reformed doctrine and the Presbyterian polity; 2) to encourage the union of all allied Protestant Churches in a given area into one Church of Christ, with its own statement of doctrine and polity. The Board re-affirms this policy and would encourage the missionaries to help make effective these unions and to seek still larger and more comprehensive unions of all Protestant Churches into one branch of the Ecumenical Church for each area.

To help further such larger union of Churches and in many cases as a result of such action, the Board shall seek to cooperate with other related Boards in dealing jointly with the Church 1)

in assignments of missionary personnel; 2) in making financial grants to the Church a) for its own work; b) for higher educational institutions related to the Church; c) for support of local National Christian Councils.

CHAPTER IV

Missionaries

111. In order to become a missionary of the Board of Foreign Missions, a candidate shall have been: (1) recommended by the Missionary Personnel Committee of the Board; (2) appointed and commissioned by the Board.

A. RELATIONSHIPS

112. **1. RELATIONSHIP OF MISSIONARY TO THE PRESBYTERIAN CHURCH IN THE U.S.A.**

A missionary on the field is a representative of the whole Presbyterian Church U.S.A. While an ordained minister is subject to his Presbytery in all matters pertaining to his ministerial standing, as a missionary he, in common with all others appointed by the Foreign Board, is necessarily under the direction and control of the Board as the agent of the General Assembly.*

113. **2. HOME CHURCH AND PRESBYTERY MEMBERSHIP**

a. Ordained missionaries retain their membership in their home Presbyteries of the Presbyterian Church U.S.A., except that in those fields where the local Presbytery is organically related to a Synod of the Presbyterian Church U.S.A., they may transfer their membership to the field Presbytery, especially if such transfer is necessary to organize or strengthen the Presbytery.

b. For pension eligibility, unordained missionaries must be members of the Presbyterian Church U.S.A.

114. **3. RELATIONSHIP OF MISSIONARY TO AUTONOMOUS CHURCH IN THE FIELD**

As representatives of the Presbyterian Church abroad and in common with fellow foreign missionaries of other Churches and

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* See action of the General Assembly of 1922.

of other lands, the missionaries of the Board bear witness to a fellowship that transcends all national and social boundaries. Their responsibility, as servants of the Ecumenical Church, is to make that fellowship a creative reality by closely identifying themselves with the Church they serve, submitting themselves to its direction and counsel in their service, and accepting any position of labor or responsibility to which they may be called by the voice of the Church.

115. **4. FIELD CHURCH AND PRESBYTERY MEMBERSHIP**

a. Ordained missionaries may accept affiliated membership in a Presbytery or other similar body of a related autonomous national Church. Such additional membership shall not alter their status as ministers of the Presbyterian Church U.S.A.

b. Ordained missionaries working within the bounds of an autonomous national Church, and when duly authorized by it, may perform all the offices of a pastor or evangelist within the bounds of that Church.

c. Unordained missionaries may accept membership in local autonomous field churches, providing that such additional membership, in whatever manner conferred, shall not alter their status as full members of the Presbyterian Church U.S.A.

B. CLASSES OF MISSIONARIES

116. There are four classes of missionaries under appointment by the Board: (a) Regular Missionaries; (b) Technical Workers; (c) Special Term Missionaries, and (d) Affiliated Missionaries.

117. **1. REGULAR MISSIONARIES**

Regular missionaries are appointed and commissioned in accordance with the provisions of the Board. They are expected to learn the language of the country, and time is allowed for this purpose. They receive a regular maintenance which includes salary, outfit, travel, medical, and other allowances, and furlough as set forth in the Manual. Their support may be provided by the Board, or by a field organization or institution. Wives of regular missionaries receive appointment and are included in this class.

Included in this class are persons selected by interdenominational cooperative agencies in the United States or abroad and appointed by the Board at the request of these agencies. These persons serve in organizations and institutions on the field related to the cooperative agency. At the same time they are members of the Board's missionary group and are entitled to the full privileges of such regular missionaries.

Included also in this class are the fraternal workers of the Board, who are regularly appointed for interchurch service as regards the Churches in Europe, and elsewhere as relationships may develop.

118. 2. TECHNICAL WORKERS

Technical workers are appointed to undertake the responsibility for technical services needed by field bodies and as agreed upon between the field organization and the Board. In each case they are:

a. Required to file the usual application papers.
b. Appointed for a term of not less than three years.
c. Considered within the guaranteed minimum force.
d. May be continued, upon field request, on the same basis for another specified term. In special cases the field organization may request their appointment as regular missionaries.

119. 3. SPECIAL TERM MISSIONARIES

a. Special term missionaries are those appointed for a single fixed term of service, ordinarily from three to five years. They are appointed under the same general requirements as regular missionaries with the following provisions:

(1) Their field assignment is to a special institution or project to which they are primarily responsible, or to assist in any work for which their special abilities qualify them.

(2) They are not required to learn the language and do not become voting members of the Mission.

(3) They receive no outfit or freight allowance, no furlough privileges (two months' field salary is paid as terminal allowance), no pension (ordained missionaries excepted). See Art. 236.

(4) Their field support may be provided either by the Board or by the institution or project to which they are assigned.

(5) Travel to and from the field will be paid by the Board or institution, as agreed upon at the time of appointment, on the same basis as regular missionaries.

(6) Their connection with the Board terminates at the end of the fixed term of service.

b. Special term appointments may be made to fill positions temporarily vacant by reason of approved leave of absence, if for at least three years' duration.

120. 4. AFFILIATED MISSIONARIES

Persons residing in or near a mission station and in helpful cooperation with it through Christian character and activity, on request of the Mission, may be designated by the Board as affiliated missionaries:

a. On the Mission's invitation, they may attend its meetings and participate in its councils, but without vote;

b. In so far as they voluntarily undertake a share in the work of Station or Mission, they are, like its members, subject to the supervision of the Mission and the regulations of the Manual;

c. The affiliated relationship automatically lapses if the missionary is absent from the field for more than the customary furlough period, but is renewable on return by action of the Mission and Board, and automatically ceases at the age of seventy.

121. 5. CHANGING STATUS FROM SPECIAL TERM TO REGULAR MISSIONARY

When a person serving as a special term missionary desires to become a regular missionary of the Board, application shall be made through the Mission or responsible field organization. Ordinarily the special term missionary returns to America after completing his term of service, at which time he may apply and be appointed as a regular missionary.

C. APPOINTMENT TO MISSIONARY SERVICE

122. 1. APPOINTMENT OF PERSONS IN THE UNITED STATES

Appointment to missionary service of persons in the United States is made upon application through the Personnel Depart-

ment of the Board. This Department will give full information regarding procedures in each application, whether for appointment as a regular missionary, special term missionary, affiliated missionary, or technical worker. There are special Board regulations regarding appointment under each of these four categories.

123. 2. APPOINTMENT OF PERSONS RESIDENT ON THE FIELD

If the applicants are residing on the field, the Board may make appointment to regular service in the following cases:

a. Candidates whose papers were approved by the Board prior to their departure for the field.

b. Men and women on the field who are to marry missionaries under regular Board appointment.

c. Missionaries of other Boards who are to marry missionaries under regular Board appointment.

d. Other persons residing on the field, seeking appointment as regular missionaries, shall usually return to the United States before the Board makes such appointment.

124. 3. PROCEDURE IN TRANSFER OF MISSIONARIES FROM OTHER BOARDS

Missionaries of other denominations who seek appointment by the Board shall present, with their applications, testimonials and letters of clearance from the Board of the denomination with which they have been connected.

125. 4. ASSIGNMENT TO FIELD

a. Missionaries are generally assigned by the Board to a specific field on the following basis:

(1) The preference of the candidate for a particular field.

(2) The fitness of the candidate for a particular position to be filled without regard to field.

(3) The proper distribution of available reinforcements.

(4) The relative needs of the various mission areas.

b. Assignment is to the Mission, Field Council, or authorized

field administrative body, except in cases where there has been a request for a missionary with a training to fill a specific position in an institution or functional service. Where such specific assignment has been included in the Board action appointing the missionary, he may expect to be placed in the position indicated in his appointment. Any change of assignment should be only after correspondence by the field with the Board and after Board action, if deemed necessary.

D. FIELD EMPLOYMENT OF FOREIGN PERSONNEL

126. **1. EMPLOYMENT FROM LOCAL FUNDS**

When a Mission or mission institution, or other agency related to the Board, employs within its own budget foreign personnel resident on the field, care should be taken to engage only those whose character, aims, and ability are in keeping with the missionary office, and, if the service is for more than one year, the credentials shall be approved by the Board.

2. EMPLOYMENT FROM BOARD GRANTS

The Board will consider a request to provide, if available funds permit, a financial grant to enable the Mission or field administrative body to employ a suitable foreign person resident on the field for temporary assistance for such a period as may be necessary, under the following conditions:

a. It must be to meet an emergency created by the death, resignation, or ill health of a missionary, which cannot be met by any of the missionaries or nationals available.

b. It is not to apply to needs arising from ordinary furlough absences.

c. If the employment is for more than one year, the credentials shall be approved by the Board.

d. If formal appointment is asked later, the Board requires the opinion of the Mission and the national Church on the application for appointment and if there are any questions regarding the terms of service, furlough or salary adjustments, recommendations

concerning such adjustments should be made by the Mission or field administrative body prior to appointment by the Board.

E. QUALIFICATIONS FOR MISSIONARY SERVICE

127. 1. BASIC QUALIFICATIONS

The basic qualifications for foreign missionary service are: (a) a Christian character and culture marked by a deep knowledge and conviction as to the essentials of the Christian faith and a strong desire to serve Christ in whole-hearted consecration; (b) an ability to communicate one's faith both by contagion and proclamation; (c) an ever-growing appreciation and understanding of the current and changing political, economic, social and religious life of the world, and especially of the people one seeks to serve as a foreign missionary; (d) the grace and ability to be a friendly colleague of both missionary and national associates, free from racial or cultural bias and from denominational narrowness.

128. 2. PERSONALITY AND ABILITY

In addition to these basic qualifications, the foreign service of the Church also demands the very best in personality and ability. Most gifts, talents and acquirements which would be useful at home will be more useful in the foreign service. The task requires physical fitness, the highest intellectual and academic attainment, personal culture and refinement, organizational and administrative capacity, and linguistic ability.

129. 3. HEALTH

Since foreign service is often exacting, good health and a strong constitution are an essential factor in mission work. A thorough examination under the direction of the Board's Medical Department is required. No missionary will be permitted to sail unless his health has been cleared by the Medical Department within eight weeks of sailing. The Board is especially anxious to check on allergies to foreign foods, resistance to tropical diseases, and the ability to live an active life under foreign conditions. Psychological tests are required of all, with psychiatric evaluation, if needed.

130. 4. ACADEMIC AND PROFESSIONAL EDUCATION AND EXPERIENCE

The present development of the younger Churches and the present stage of cooperation between the sending and receiving Churches call for a close cooperation between these Churches in the selection and training of missionaries. This training should include: academic and ordinary professional education in the homeland before going abroad; additional courses in the homeland beyond the professional courses; supplementary education on the field by studies and contacts designed to introduce the missionary to the life of the people.

131. a. Academic Education and Experience

Other things being equal, the higher the educational attainments, the more efficient the missionary. The basic academic education for all fields and for regular and special term missionaries shall be a four-year college course. Missionary wives shall ordinarily have the same academic education. An unusual record of service experience and spiritual success may be considered in some cases as the equivalent of unattained educational advantages.

132. b. Professional Education and Experience

The professional education for foreign service shall be comparable or beyond that for service in the home Church. The following outline is given for each type of service:

(1) *The ordained missionary* shall be a graduate of an approved theological seminary. Pastoral experience is highly desirable.

(2) *The lay evangelistic missionary,* man or woman, shall have training in a theological seminary or approved missionary training school, together with practical experience in the home Church.

(3) *The educational missionary* shall have had post-graduate professional study in higher institutions. In the case of school administrators, this shall include courses in education. Practical teaching experience in secondary school and college is desirable. When requested by the responsible field organization, a Master's degree or Doctor's degree will be required for certain educational positions.

(4) *A missionary appointed for theological educational work* shall be a graduate of an approved seminary and shall have special training in seminary teaching and practical experience in the home Church.

(5) *The medical missionary* shall be a graduate of a Class "A" medical school with a regular degree, including two or more years of internship. He shall have passed successfully either the National Board or a State Licensing Board examination.

(6) *A missionary nurse* shall be a graduate of an approved school of nursing and shall have at least one year's experience in hospital service beyond graduation. She shall also secure a State License carrying the degree of R.N.

(7) *A missionary appointed to any technical service* shall have the technical education required for the task. This includes agriculturists, engineers, industrialists, audio-visual workers, radio specialists, literature and literacy workers, and other workers who may be appointed. Each will have demonstrated his ability in his field of service by practical experience in the homeland.

133. 5. QUALIFICATIONS OF MISSIONARY WIVES

The wives of missionaries of every class are themselves missionaries, uniting fully with their husbands in missionary service. Their qualifications should be in accordance with the Manual provisions set forth herewith. It is expected that wives of regular missionaries will learn the language and will take an active part in the work of the Mission. One of their duties will be the maintaining of a Christian home and making it a place of service within the community. The wives of all men seeking appointment, and women about to become the wives of missionaries, are expected to furnish the usual information required by the Board for regular appointment. The appointment of married couples will depend upon the qualifications of both applicants.

134. 6. QUALIFICATIONS OF SPECIAL TERM MISSIONARIES

Candidates for special term appointments should be persons of mature Christian character with ability and experience in teaching, social service, health service, agriculture, or business, whose influence will be distinctly helpful in missionary service.

135. 7. BACKGROUND STUDIES FOR FUTURE SERVICE

In addition to the academic and professional education required for service under the Board, each missionary candidate should undertake background studies on world missions, which would include (1) special study in church history; (2) a study of the Board; (3) special study of the designated field, and (4) a study of the relation of the world mission of the Church to Communism and other current world issues.

a. Additional Work in Church History

(1) The new missionary needs to know church history for guidance and warning from the past, that he may be able to help develop a right church consciousness, and to make the Churches see that the Church was always universal, always meant in the providence of God for all lands and all peoples, and not a foreign importation of comparatively recent significance.

(2) The missionary needs to see the Western Churches in their true perspective, especially in relation to the early advance of Christianity towards Africa and Asia. Lastly, he should know the progress in Europe and America, and the great missionary movement of the Western Churches, so instrumental in founding the younger Churches, which now help to form the Ecumenical Church.

b. Study of Board Organization and Work

Each new missionary should make a special study of the Presbyterian Foreign Board. This should include (1) its history; (2) its relationships to the Assembly and to the other Boards of the Church; (3) its present plans and policies. Such studies should be undertaken under the direction of the Personnel Department. The Board may assemble candidates in any one year for a period of such specialized study.

c. Special Study of Designated Field

New missionaries, immediately after their assignment, should begin a study of the anthropology, linguistics, history, and the religious, social, economic, educational, and other conditions of the field to which they are appointed. Much attention is now

given to this matter by the language schools in several mission lands, and by certain training schools and seminaries in America.

136. **8. CONFERENCE WITH OUTGOING MISSIONARIES**

a. The Board holds an Annual Conference with newly appointed missionaries, usually in June, and all new appointees are expected to be present.

b. The Board regards this Conference as an essential part of a missionary's preparation for service. The program is designed (1) to help in establishing personal relations of fellowship and mutual interest between the Board and the missionaries, and between the missionaries themselves; (2) to familiarize the missionaries with the organization and functions of the Board; (3) to give a preview of the field organization and policies, and the relationship of the missionaries to the field task; (4) to acquaint the missionaries with the facilities provided by the Board for the maintenance of themselves and their health.

F. CONTINUED EDUCATION ON FIELD

137. Missionaries after their arrival on the field are expected to continue their education. This education will emphasize language study, adaptation to a new environment, and familiarizing themselves with the cultural heritage and ideals of the people among whom they work. The Mission or responsible field organization will provide guidance for such studies and adaptations to service by appointment of a Personnel or Orientation Committee.

138. **1. STUDY OF CUSTOMS AND TRADITIONS**

Missionaries shall make every effort to understand the people among whom they work: their customs, traditions, religious ceremonies. A few with special qualifications should be encouraged to give time and study to the basic theories on which the dominant religion and culture rest, so as to deal more successfully with these beliefs, and to find a better Christian approach to those holding them.

139. 2. LANGUAGE STUDY

Missionaries shall make it their first duty to acquire the language of the country or area in which they are to serve. In some instances, this may be begun before leaving for the field, but the major part of the study will be on the field. The Mission or field administrative body will provide a Language Committee to guide in the study, with provision for periodic examinations. Reports on progress shall be sent to the Mission or field administrative body and to the Board.

3. RULES CONCERNING LANGUAGE STUDY

140. a. Initial Study in the United States

Where approved facilities are available in the United States, a missionary may, by specific Board action in each case, undertake a short period of initial study of the language of the country of his future service.

141. b. Three-Year Course of Study on Field

Every missionary should undertake a course of study covering at least a three-year period: (1) the first year to be in language school or under a personal language teacher where there is no language school; (2) the second and third years for all missionaries to be under language teachers for such time as the Language Committee may decide to be necessary. Directed language study should not be for more than five years in any instance, and should terminate by the end of the second term of field service, unless more than one language is required.

142. c. Language Schools on Field

In all those countries or areas where there is a recognized language school (union or otherwise), all new missionaries should spend their first year on the field exclusively in language study and general orientation at this school.

143. d. Language Teachers

Personal teachers will be provided for the language study of all new missionaries after leaving the language school (or from the beginning for those for whom a language school is not available) for such time as the Language Committee may decide to be nec-

essary, but not for more than five years of directed language study before the end of the second term, unless by special authorization of the Board, or where a second language is required.

144. **e. Language Committee**

Each Mission or responsible field administrative body shall appoint a Language Committee, usually a sub-committee of the Personnel or Orientation Committee. The duties of this committee shall be: (1) to determine the language or dialect to be studied; (2) to outline courses of study in the language; (3) to give guidance in the study; (4) to provide examinations in the language; (5) to report on progress of each student in his study.

145. **f. Examinations and Reports**

Through the facilities of the language schools, or through Mission Language Committees, each Mission will arrange for at least an annual examination of the progress made by each first term missionary acquiring the language. A careful report on the degree of proficiency attained is expected from the Mission at the end of the first term of service. (Art. 202.) This report will be considered an important factor in the Board's decision as to the return of a missionary to the field after his first furlough.

G. SPECIAL STUDY DURING FURLOUGH

146. Each furlough provides the missionary a special opportunity for continued preparation for life service. The first term is definitely considered as experimental and in anticipation of further preparation on the first furlough. (See Art. 190.) Such preparation should be undertaken in the light of the first term experiences as to: (a) remedial deficiencies in training; (b) cultivatable abilities and talents for particular types of service; (c) special assignments to be undertaken upon return from furlough.

H. FIELD ORIENTATION

147. **1. APPOINTMENT FIELD ORIENTATION COMMITTEE**

Each Mission or field administrative body should take responsibility for the proper orientation of individual missionaries to

their environment and to their individual tasks. To this end there shall be an Orientation Committee appointed by the field administrative body and under its general direction. In those fields where there is a Personnel Committee appointed to direct the work of the missionaries, the duties of the Orientation Committee may be assumed by that Committee.

2. FUNCTIONS FIELD ORIENTATION COMMITTEE

The functions of the committee should include the following:

a. To counsel regarding adaptation to climate, social customs, and reading courses helpful in the general and local situation.

b. To assist in directing the long-range service to which the missionary may best give his life and whole-hearted devotion.

c. To advise concerning post-graduate study in definite preparation for future service and to report through the Field Representative as to the proposed plans for such study.

d. In those areas where the administrative functions are in the hands of field organizations other than the Missions, the special functions of the Orientation Committee on Guidance may be undertaken by the Personnel Committee of that organization.

I. REPLACEMENT OF LOSSES IN MISSIONARY PERSONNEL

148. 1. The Board shall attempt to maintain the largest number of missionaries on the field consistent with (a) the over-all giving of the home Church; (b) the general conditions on each field, and (c) the needs of the field for funds for its on-going work.

2. The Board, during a given number of years ahead, will:

a. Set an over-all total minimum number which it will maintain during this period.

b. Assign a certain number of this over-all minimum to each Mission or area.

c. Make adjustments between the several fields in accordance with changing conditions.

d. Make new appointments to fields sustaining losses due to retirement, resignation, or death as soon as possible after such losses occur.

3. The Board will increase the total minimum number, if the giving of the Church increases sufficiently to make this possible.

4. The requests from the field will largely be requests for replacements. Such requests should be presented at the time the loss occurs. The Mission or responsible field organization should also make out lists annually, giving priorities.

CHAPTER V

Missionary Maintenance

149. It is the policy of the Board to provide maintenance for missionaries which will enable them to live in health and reasonable comfort consistent with the conditions of their work. Such maintenance includes (a) salary (including children's allowance), (b) housing (including rentals), (c) medical allowance, (d) outfit and re-outfit allowances, (e) field income tax, (f) special assistance for education of children on the field, (g) field vacations.

A. FIELD SALARIES

150. The field salaries vary according to the differing expenses of living in the several fields, and are determined by the Board in consultation with the Missions or responsible field organizations. They are uniform for any one field regardless of length of service, but a slight increase may be granted in some stations due to a higher cost of living. Salaries are paid partly in United States currency and partly in local currency, the percentage of each to be determined by the Board in consultation with the field.

151. **1. FIELD SALARY OF MISSIONARY COUPLE**

a. The yearly salary of a missionary couple without children is the basic salary; the actual salary is the basic salary plus an allowance for children, which varies according to age and number of children.

b. The salary arrangements for a missionary couple, one working on the field and the other on approved furlough or leave of absence with salary, shall be as follows: (1) the one on the field shall receive the salary of a single missionary, (2) the one in the homeland or elsewhere shall receive 50% of the furlough salary of a married couple, children's allowances to be continued unchanged.

c. In cases where it is necessary for a missionary wife with one or more children temporarily to maintain a home in the United States, because of the conditions on the field or the health of one of the immediate family, while the husband is in the service on the field, the Board will grant a special furlough salary for the wife equal to two-thirds that of a married couple, the husband receiving the salary of a single missionary on the field. Such special salary will be granted for no longer than one fiscal year, the grant to be made upon recommendation of the field administrative body, in the case of furlough due to field conditions, or upon recommendation of the Board's Medical Secretary, in the case of health conditions.

d. The support of a missionary wife married on the field begins on the date determined at the time of her appointment, usually the date of her marriage.

152. 2. FIELD SALARY OF SINGLE MISSIONARY

The basic field salary of a single missionary is 50% of the basic salary of a missionary couple. An increase up to 60% of the local currency portion of the salary may be granted by the Mission or responsible field organization for any single missionary maintaining a separate establishment.

153. 3. FIELD SALARY OF WIDOW

The field salary of a widow continuing in the Board service will be that of a single woman. In addition to this, she receives a widow's pension from the Pension Board.

154. 4. FIELD SALARY OF WIDOWER

In case a missionary is left a widower with children and finds it desirable or necessary to keep house with the children, his field salary shall be especially arranged by the Board in view of the circumstances and upon request through the Mission or responsible field organization.

155. 5. FIELD SALARY OF SPECIAL TERM MISSIONARIES

Special term missionaries on Board support shall be granted the maintenance of regular missionaries. The salary of mission-

aries on institutional support shall be fixed by the institution and specified at time of appointment. Field salary shall be paid during travel to and from the field, and for two months after return to the United States unless remunerative employment is found earlier.

156. **6. FIELD SALARY OF TECHNICAL WORKER**

Technical workers on Board support shall be granted the maintenance of regular missionaries. Those on institutional or other support shall be paid the salary agreed upon at time of appointment. They are not placed on pension under the Pension Board. If appointed as regular missionaries later they may be given pension coverage as of the date of first appointment as "Technical Worker." They shall register under the U. S. Social Security Administration.

157. **7. FIELD SALARY OF AFFILIATED MISSIONARY**

The Board does not provide field salary for an affiliated missionary unless it be in very special circumstances.

158. **8. TIME OF BEGINNING FIELD SALARY**

The field salary, as a rule, begins on arrival of the missionary at the station or language school and ceases when he leaves his station for furlough.

159. **9. OUTSIDE SERVICES OF A MISSIONARY**

When a missionary is asked to undertake outside activities which will be of general benefit to the community, these activities shall be undertaken under the following conditions:

a. The organization proposing to use his services shall set forth the nature of the work, the length of time, and the financial arrangements.
b. The proposal shall have the approval of the field organization and the Board.
c. The funds received as salary shall be used in accordance with the recommendations of the field organization and approved by the Board.
d. The question may be reviewed at the end of the period; otherwise, such services are automatically terminated.

B. FIELD HOUSING

160. In addition to field salary, living quarters are provided by the Board for all regular and special term missionaries and technical workers, but not for affiliated missionaries unless under very special circumstances.

C. FURLOUGH SALARIES

161. 1. STANDARD FURLOUGH SALARY

Missionaries on furlough shall receive a standard salary which is fixed by the Board on the same basis as the field salary, i.e., in accordance with the cost of living.

162. 2. BEGINNING REGULAR FURLOUGH SALARY

The regular furlough salary begins when the missionary leaves his station for furlough and continues until his return to the station after regular furlough. One month's furlough salary may be drawn in advance from the field treasurer, prior to leaving the field, or from the Board's Treasurer on arrival in the United States.

163. 3. BEGINNING SALARY AND CHILDREN'S ALLOWANCES, NEW APPOINTEES

Furlough salaries and children's allowances shall be granted to missionaries under appointment one month before sailing and during travel to their future station or language school.

164. 4. FURLOUGH SALARY IN CASE OF MARRIAGE

When a missionary marries during furlough, the furlough salary of a married couple shall be paid from date of marriage, provided that both persons are under regular appointment by the Board and that the period during which the salary is paid at that rate does not exceed one-half of the furlough period to which the missionary is entitled under the Manual rules.

165. 5. FURLOUGH SALARY OF WIDOWS AND WIDOWERS

The furlough salary of widows or widowers is presumably that of unmarried missionaries. In case there are minor children, in

addition to this basic salary and the children's allowances, the Board will make supplementary grants where necessary.

D. FURLOUGH HOUSING AND RENT ALLOWANCES

166. 1. MISSIONARY RESIDENCES AND APARTMENTS

There are certain residences and furnished apartments such as those at Princeton and Ventnor, New Jersey; Kennedy Apartments (under Board ownership) and Union Theological Seminary Apartments in New York City; residences at Wooster, Ohio, Ithaca, N. Y., Berkeley and Pasadena, California, held particularly for residence of missionaries. The Board will assist missionaries in securing these apartments or residences which are provided at less than commercial rates.

167. 2. FURLOUGH RENT SUPPLEMENTS

Upon application the Board will assist in payment of furlough rent either in missionary residences or apartments or in quarters secured at regular commercial rates. These payments shall be in accordance with the schedule fixed by Board action from time to time, and the amount of Board payment in any one case shall be by specific Board action.

E. CHILDREN'S ALLOWANCES

168. Children's allowances shall be according to the schedule fixed by the Board. They are regarded as additions to the salaries of the parents. They do not cover the full cost of maintenance but are provided in consideration of the increased family expense. Payments are made directly to the parents or to the children away from home on the written authorization of the parents or parent.

1. CHILDREN ELIGIBLE FOR ALLOWANCES

169. **a. Children of Missionaries in Active Service**

Regular allowances shall be available for children of missionaries in active service. This includes adopted children under the following conditions for adoption:

(1) The allowances may be made available for two adopted children if there are no children in the family, or for one if there is already one child. For children adopted into a home with two or more children at the time, no allowance will be provided.

(2) Neither parent shall be more than 40 years of age at the time of adoption.

(3) The parents shall (a) make prior written request, (b) provide evidence of legal adoption, (c) present a medical statement, approved by the Board's Medical Department, of normal physical and mental health of child.

(4) The adopted child shall be of the same nationality as the parents.

170. **b. Children of Retired Missionaries**

Allowances will be paid for children of retired missionaries, the allowances and conditions for each child to be the same as for children of active missionaries in the same age brackets, with the additional provision that no family shall receive more than the maximum allowances for two children of college age.

171. **c. Children of Deceased Missionaries**

In cooperation with the Pension Board, the allowances of children whose father died in active service are continued as though the father were continuing in service, even though the widow may remarry.

2. SPECIFIC RULES GOVERNING PAYMENT OF CHILDREN'S ALLOWANCES

172. **a. Schedule of Payments**

Children's allowances are granted yearly in amounts graded according to the age of the child: (1) 12-year period, from birth to 12th birthday; (2) 5-year period, from 12th to 17th birthday; and (3) 5-year period, conditionally from 17th to 22nd birthday.

173. **b. Duration of Children's Allowances**

(1) Allowances are computed in full months from the first day of the month in which the birth occurs; increases begin from the

corresponding dates. In these rules, "birthday" refers to this hypothetical birthday.

(2) Allowances for children taken to the field by new missionaries begin one month before the date of sailing for the field.

(3) Full payments are made up to the 22nd birthday (a) if the child is in school or is taking undergraduate college work, the latter for not more than four years; (b) if the child becomes disabled while the parents are in the service of the Board.

(4) Partial payment will be made for a child in the 17 to 22 group who, because of health, is not in school or college and is not self-supporting, the payments to be at the rate of the 12-17 age group.

(5) A child's allowance ceases (a) upon the graduation of the child from college, (b) one month after the death of the child, (c) when a missionary leaves the service of the Board, (d) during furlough extension or leave of absence of the parents for other than health reasons, (e) after the 18th birthday, if the child becomes self-supporting or is out of school for other than health reasons, (f) on the 22nd birthday, even if still in school.

F. SCHOLARSHIPS FOR CHILDREN IN THE U.S.

174. Through the generosity of Christian friends, a limited amount of money is available each year for supplementary aid to children of missionaries studying in the United States. Inquiries should be addressed to the Board's Department of Missionary Personnel.

G. TUITION IN SCHOOLS ON THE FIELD

175. The Board has adopted the policy of making available funds for field school tuition for children of missionaries. Grants from these funds will be made under the following conditions:

1. The funds will be made available by Board appropriation under a special category, "Funds for Education of Missionaries' Children" in Class I, based on requests in the regular estimates.

2. The specific grants from the funds shall be made by the Mis-

sion Executive Committee or the Missionary Committee, as follows:

a. Full tuition for students in grades 1 to 12 in schools approved by the Board.
b. Room rent for boarding students.
c. Full cost of the Calvert or other similar course approved by the Board for home instruction of children in isolated stations.
d. Travel expenses to and from school at beginning and end of the school year, plus one round trip for a mid-year vacation for children in grades 7 to 12 attending schools approved by the Board.
e. Special consideration will be given to cases where it is considered preferable to have the first years of college on the field.
f. A grant may be made with Board approval in lieu of tuition to an approved school or schools on the field, with provision for tuition concessions due to these grants and other aids given to the schools, such as placement of teachers on the staff, endowments, etc.

H. OUTFIT AND RE-OUTFIT ALLOWANCES

176. 1. PERSONAL OUTFIT ALLOWANCE

A newly-appointed missionary is granted a personal outfit allowance under the following conditions:

a. The uniform amount is determined by Board action from time to time.
b. A grant is given to a regular missionary or a technical worker but not to a special term missionary.
c. To a regular missionary appointed on the field a grant may be given, ordinarily not to exceed one-half the customary allowance.
d. The allowance is given for the purchase of personal equipment and furniture.
e. The missionary is ordinarily expected to make his own pur-

chases with the advice and aid of the secretaries of the Board and its Purchasing Department. The Board furnishes suggestive outfit lists for each field and recommends that the newly-appointed missionary interview and correspond with furloughed missionaries whose names are provided by the Department of Missionary Personnel.

f. It is recommended that at least half of the allowance be held in reserve for purchases after reaching the field.

g. No accounting is demanded as to the expenditures of the outfit allowances.

h. For the West Africa Mission, the Board through its regular appropriations to the Mission expends half of the regular allowance for the purchase and maintenance of heavy furniture in the mission houses, which remains the property of the Board, the other half being paid to the missionary in the regular way.

i. The allowances may be drawn upon at any time before the second December 31st of the first term of service, or even later by special Board permission.

j. The Board will pay freight, including insurance and charges to destination, duty, etc., in accordance with Board action from time to time.

177. 2. RE-OUTFIT ALLOWANCE

Preparatory to returning to the field after each furlough, a personal re-outfit allowance is granted for each missionary, and for each child, the amount to be determined by the Board from time to time.

178. 3. PROFESSIONAL OUTFITS FOR DOCTORS AND NURSES

Doctors and nurses are granted special funds for professional outfits. These will vary according to the location of the missionary on the field and will, therefore, be granted at the time of appointment, upon recommendation of the Board's Medical Department. Such equipment is to be regarded as the property of the station or institution in which the missionary serves.

I. MEDICAL ALLOWANCES

The Board recognizes a major responsibility for the health of missionaries and their minor children. The Board has outlined the following definite provisions for meeting that responsibility.

179. 1. MEDICAL EXPENSE ON THE FIELD

The Mission or Missionary Committee on the field shall pay from the regular appropriations in Class I, medical expenses of missionaries and their minor children, as follows:

a. Medical and surgical expenses, including prescribed medicines, for regular and special term missionaries and technical workers and their minor children, when incurred under approved field regulations and in accordance with provisions herewith. Non-prescribed drugs and supplies for the missionary's medicine cabinet are not included.

b. Dental expenses for regular missionaries and technical workers when incurred under approved field regulations.

c. Expenses of regular missionaries and technical workers for appliances, braces, trusses, hearing aids, glasses, orthopedic shoes, etc., when these are authorized by the field Medical Committee or the Board's Medical Department.

d. No medical expenses are to be incurred for affiliated missionaries except on specific Board authorization.

e. Necessary hospital charges for regular missionaries, special term missionaries, and technical workers, and their minor children, when incurred under approved field regulations, providing:

(1) That hospitals which the Board controls or to which it contributes personnel or funds are expected to make their charges on a cost basis, as nearly as possible, and to make no charge for professional services of a missionary doctor of the Board who may be on its staff.

(2) That union hospitals in which the Board participates through personnel or funds may make a charge to cover professional time and travel of a member of its staff (other than a missionary doctor of the Board) in making outside visits to see missionary patients.

f. Missionaries on the field who, with the approval of the field administrative body, leave their field for medical care elsewhere than in the U. S. A. are subject to the provisions of their own field organization.

g. Necessary travel expenses, when authorized by field Medical Committee.

h. When children are sent away from their Mission area to another Mission area (e.g., for schooling), their medical expenses are to be dealt with by the parents' field organization (presumably in accordance with its customary practice), and not by the Board.

180. 2. MEDICAL EXPENSE ON FURLOUGH

The Board assumes all approved medical and dental expenses, including appliances such as trusses, braces, hearing aids, glasses, orthopedic shoes, etc., of regular missionaries on furlough and of missionary children (still receiving allowances) in the U. S. A., Canada, and Europe, under the following conditions:

a. Authorization must be secured in advance from the Board's Medical Department, except in emergencies.

b. Medical bills should be made out in the missionary's own name and shall ordinarily be paid personally by him; then sent to the Medical Department for presentation to the Board for approval.

c. Travel and living expenses of those seeking medical treatment are ordinarily personal expenses, except when authorized by the Medical Department, and except when a missionary and his family are authorized to remain over at a port of entry or elsewhere for medical aid on return from the field for furlough.

d. Emergency medical expenses outside the homeland, en route to or from furlough, shall be presented to the Board for individual consideration and action.

181. 3. MEDICAL EXPENSES OF NEWLY-APPOINTED MISSIONARIES

The Board assumes medical and dental expenses for a newly-appointed missionary, when approved by the Medical Depart-

ment, after he is placed on Board salary, usually one month before his departure for his field of service.

182. 4. MEDICAL EXPENSES OF MINOR CHILDREN STUDYING IN THE U. S. A., CANADA AND EUROPE

The Board assumes medical and dental expenses of missionary children on allowances who are studying in the U. S. A., Canada or Europe. These expenses will be paid directly by the Board in each case, providing that prior authorization shall be secured from the Medical Department of the Board, except in emergencies which will be considered on their merits.

183. 5. MEDICAL EXPENSES OF REGULARLY RETIRED MISSIONARIES

The Board assumes the medical and dental expenses of a missionary retiring on pension, when such expenses are approved by the Medical Department.

184. 6. MEDICAL EXPENSES OF MISSIONARIES ON DISABILITY RETIREMENT

When a missionary is granted disability retirement by the Board of Pensions, the Board will assume his medical and dental expenses, after approval by the Medical Department.

J. MEDICAL SERVICES FOR MISSIONARIES

185. 1. DUTIES OF THE RESIDENT MISSIONARY PHYSICIAN

a. A medical missionary of the Board resident in any station (or Mission) is the appointed physician of the missionary families connected with the Board in that area. This Board physician shall: (1) render professional service to the missionaries without charge; (2) be the health and sanitation officer of the station.

b. Where there is no medical missionary of the Board available, the Medical Committee shall designate some physician as the physician of the missionaries in any given area. (He may or may not make charges for his professional services.)

186. 2. DUTIES OF THE MEDICAL COMMITTEE ON THE FIELD

The Medical Committee shall:

a. Arrange for the required annual medical examinations of all missionaries.
b. Secure such immunizations for missionaries and their children as may be specified from time to time by the Medical Department or responsible field physicians.
c. Recommend all health furloughs.
d. Be consultants in the planning of new homes, especially as regards screening of houses.
e. Draw up regulations covering methods of field approval of medical and dental expenses.

187. 3. DUTIES OF THE BOARD'S MEDICAL DEPARTMENT

The Medical Department of the Board has as one of its two major responsibilities the health of the missionary personnel. Specifically, these duties include:

a. The medical screening of candidates and the health guidance of new appointees and reinforcements.
b. The advisory and supervisory responsibility for the health program on the field in cooperation with the field medical personnel and others.
c. Examinations of, advice to, and medical recommendations for furloughed missionaries.
d. Recommendations for disability pension.
e. Advisory medical help for retired missionaries.

CHAPTER VI

Furloughs, Leaves of Absence and Vacations

A. FURLOUGHS

188. Furloughs to the United States or country of residence are granted each regular missionary after a definite term of service on the field, and vary according to climate and other conditions, and also in proportion to the length of each preceding term of service.

189. 1. PURPOSE OF FURLOUGHS

Furloughs have become a part of the routine procedure of foreign missions service. The individual furlough is not a vacation but a change of activity. It enables the missionary (1) to obtain needed rest, medical care, mental and spiritual renewal; (2) to reestablish family and church relationships. From the standpoint of the service, it enables the missionary (3) to report to the home Church; (4) to share with the Board in creating greater missionary interest; (5) to prepare for better work upon returning to the field through advanced study and by observation of improved methods in institutions and churches.

2. TYPES OF FURLOUGHS

190. **a. Study Furlough**

The furlough after the first term of service is regarded as a special opportunity for the missionary to complete his preparation for life service in the light of his field experience and of the field judgment as to the nature of his future work. For this reason, except in certain fields where special conditions have led to the fixing of a shorter period for the regular term, the term of service is shortened and a full year's study furlough is granted,

the major part of which shall be devoted to advanced study as advised by the Mission or responsible field organization, and under direction of the Board. The missionary shall plan to spend one full academic year in study at an approved institution of higher learning or comparable study under the direction of the Board.

191. **b. Regular Furlough**

Subsequent optional furloughs taken after varying terms of service are provided for in most of the Mission fields: (1) longer terms of service with 12 months' furlough; (2) shorter terms of service with corresponding shorter furloughs. These latter were formerly called "special furloughs" but are now regular furloughs.

3. FIELD ARRANGEMENTS FOR REGULAR FURLOUGHS

192. **a. Determination of Furlough Dates**

In general, furloughs shall be taken at the time due, in accordance with the provisions for each field. The exact date shall be set on application of the missionary and by action of the Mission or responsible field organization. In determining these for any one year, the field group shall observe the following specific rules:

193. (1) For study furloughs. Study furloughs shall be taken at the time due, with provision for arrival on furlough at such time as to provide a full academic year of study.

194. (2) For subsequent regular furloughs.

(a) Under the present provisions for furloughs, a missionary shall need to indicate at least a year in advance his preference for a furlough of shorter duration after a shorter term of service or a longer furlough after a longer term. The Mission or responsible field organization may take the initiative in making suggestions in the interest of the service. In all such planning, two things should be kept in mind: the health of the missionary or missionary family, and the needs of the field. In some cases it may be necessary for the Mission or responsible field organization to plan with the missionary to remain

for the longer term of service to meet the field needs; in other cases it may be necessary to plan with the missionary to take the shorter term of service, either in the interest of the work so that missionaries may stagger their furloughs, or because of health and family needs. In each case, definite action should be taken by the Mission or responsible field organization and the Board should be notified by the field representative.

(b) Absence from the field should be planned so that a furlough of whatever length may include at least one hot season away from the field. In such planning, departure from the field may be antedated up to three months, when necessary. In any event, the furlough time may not be lengthened.

195. (3) Adjustment of Unequal Terms of Service of Husband and Wife.

In determining the time of furlough for a husband and wife who have had unequal terms of service, the following rules shall be observed:

(a) When inequalities are due to certified health exigencies, or when the reasons are deemed adequate by the Mission or responsible field organization, the furlough date of the one longer on the field shall become the furlough date.

(b) When the inequalities are due to marriage or other reasons not considered sufficient to warrant other adjustment, the furlough date shall be fixed by averaging the terms of service, providing that no extension on this account shall be for more than two years and that previous service of either husband or wife under another Board may be counted in adjusting the terms.

196. **b. Preparation of Estimates for Necessary Expenses**

Requests for the necessary expenses of travel, freight, and furlough salary for regular and study furloughs must be included in the annual estimates for the year in which the furlough occurs. Unless stated otherwise, the Board pays travel each way for approved furloughs. Travel time from and to the field in each case is not to be counted in the furlough period.

4. HEALTH FURLOUGHS

197. **a. Due to Illness of the Missionary**

An emergency health furlough may be granted to a missionary at any time on the basis of a medical certificate approved by the Mission or responsible field organization of the Board, if possible in advance. The field group may act in emergencies without advance Board approval, sending the medical certificate made out on the form furnished by the Board. The Board will pay travel for such health furloughs and travel for members of the family deemed necessary to accompany the person ill.

198. **b. Due to Illness of a Child of a Missionary**

When the serious illness of a child makes necessary its return to the United States, an emergency furlough may be granted either one or both the parents, on the basis of a medical certificate approved by the Mission or responsible field organization and the Board, if possible in advance.

199. **c. Length of Health Furloughs**

The question of the length of health furloughs shall be determined by the Board on medical advice and shall be reviewed from time to time. If return to the field seems medically inadvisable, the Board, in consultation with the missionary concerned, will make such arrangements as the exigencies of each case may demand.

200. 5. PREPARATION FOR FURLOUGH

Before the missionary leaves for his furlough, the following things should be attended to, either by the missionary himself or by the Mission or responsible field organization, in preparation for the furlough:

201. **a. Field Medical Report to Medical Secretary**

Two months before the missionary is to leave on furlough, the responsible field secretary shall secure from the doctor responsible, the "Field Medical Report to Medical Secretary" (Form 5912) and

send it to the Foreign Secretary to be placed in the hands of the Board's Medical Secretary before the arrival of the missionary, for his guidance in making arrangements for furlough physical examinations and recommendations regarding furlough plans.

202. **b. Pre-Furlough Evaluation**

(1) *Securing Confidential Information.* At least six months before the missionary leaves the field after each term of service, the responsible field secretary shall secure the confidential information required by the Board in the Personnel Evaluation Form used in appraising the work and language ability of the missionary, looking toward (a) future service and adjustments in the work; (b) the continued growth of the missionary's intellectual and spiritual power and effectiveness in the work; (c) the planning of furlough study and other furlough activities; and (d) the return of the missionary after furlough. The field secretary shall be responsible for seeing that those most familiar with the work of the missionary are included among those who furnish this information.

203. (2) *Formal Vote on Return.* The responsible field secretary and the responsible field committee together shall evaluate the work of the missionary on the basis of this information and their formal action as to the return of the missionary and his future service, together with a summary of the information secured, shall be forwarded to the Board. Prior to this latter action the field secretary, and if it is deemed advisable, the responsible field committee, shall review with the missionary the evaluation of his work and confer with him as to future plans. Any decision as to his return should be made known to the missionary in ample time before his departure and full opportunity given for explanation and consultation.

204. (3) *Policy of Board Regarding Return.*

(a) It will be the Board's general policy to send back to the field only those missionaries whose return has been requested by the authorized field body. However, the Board reserves the right to follow its own judgment rather than that of the field

body in decisions as to the return after furlough of a missionary whose return has been requested by the responsible field agency.

(b) In case the Board decides not to return a missionary to the field after furlough, he shall have at least the earned furlough, unless remunerative employment is secured before the end of the furlough period. He shall also be granted other furlough privileges, including study looking towards permanent reestablishment at home.

205. **c. Pre-Furlough Information Regarding Study Plans**

At least six months before the missionary leaves on furlough after his first term of service, the responsible field secretary shall secure from the missionary, on the form "Pre-Furlough Information for Use by the Board" (Form 8001) a statement regarding his furlough study plans. These plans shall provide for bona fide graduate study and shall have the approval of the Mission or responsible field organization. This information shall be forwarded to the Foreign Secretary for use in making plans in conference with the secretary for Student Work for courses and place of study, well in advance of the arrival of the missionary.

206. **d. Pre-Furlough Information Regarding Housing Needs**

The missionary should write to the Board through the Foreign Secretary regarding housing during his furlough period. The Board maintains certain missionary apartments and has the responsibility for aiding in the placement of missionaries in other apartments and residences throughout the United States. Ordinarily the Board expects a missionary to reside in one of these apartments or homes if it is available. The study plans of the missionary often determine his place of residence and the Board gives special consideration to such cases. In any event, the Board should know through correspondence in advance what the individual and family needs are in regard to housing.

6. PROCEDURES AND ACTIVITIES DURING FURLOUGH

207. **a. Country of Furlough Residence**

(1) It is considered desirable that furloughs be spent in the

United States for the sake of the missionary's influence in the home Church. A missionary who, for special reasons, wishes to spend part or all of his furlough in another country, should arrange previously with the Board as to the length of such stay and the date at which remittances of furlough salary should begin.

(2) For missionaries whose homes, or furlough domiciles, are not in the United States, the Board will pay the cost of the journey to an amount not to exceed the expense of a direct journey between the station and New York City.

(3) The place at which the missionary spends the greater part of the furlough shall be reckoned as the "furlough home" to and from which the Board pays travel. This should be clearly indicated when rendering the travel account. Journeys for visits to relatives and friends must be regarded as personal matters.

208. **b. Medical Examinations**

Missionaries and their children shall have a thorough medical examination within thirty days after arriving home on furlough and also before returning to the field. The Medical Secretary will furnish blanks for each of these examinations, and other pertinent information. Both examinations are important: the first to guide in making plans for furlough activities, the latter to serve as a medical clearance for securing travel arrangements for return to the field. The Treasurer must have this clearance in hand before he will advance final travel funds.

209. **c. Rest and Recuperation**

Based on the medical examination and with the advice of the Medical Department, the missionary shall plan to spend a sufficient portion of his furlough in rest and recuperation to make certain of his return to the field in the best physical condition.

d. Continued Preparation for Service

210. (1) *First Term Missionary.* Under the immediate supervision of his Foreign Secretary, the first term missionary shall devote the major portion of his first furlough to advanced study, ordinarily in an institution of higher learning. The place of study shall be determined by the missionary and Foreign Secretary in consulta-

tion with the Secretary for Student Work. For economy in travel, the institution should preferably be near the missionary's home, yet highest efficiency is not to be unduly sacrified for such saving.

211. (2) *Study During Subsequent Furloughs.* The Foreign Secretary in consultation with the Secretary for Student Work will advise, as requested, with regard to optional study to be undertaken on subsequent furloughs.

212. (3) *Special Plans for Doctors and Nurses.* On each furlough, doctors and nurses are expected to undertake advanced training, which shall be directed by the Foreign Secretary in conference with the Medical Department.

213. (4) *Grants-in-Aid for Study:*

(a) For travel to place of study. On request, the Board will pay travel expenses for the first term missionary from the field either to his home or to place of study approved by the Board, whichever is farther from his field.

(b) For tuition, books, etc. The Board will consider a request for a grant toward the expenses of tuition fees and necessary textbooks, the amount, in each case, to be determined by Board action.

214. **e. General Promotional Work**

All missionaries on furlough should place themselves at the disposal of the Home Base Department for longer or shorter periods of promotional work. After plans for rest and medical care have been made in consultation with the Medical Department, and plans for study have been arranged, the missionary should inform the Home Base Department as to the periods of time he will be free for such promotional work.

215. **f. Visit to Supporters**

Those missionaries supported by individual churches or church groups should arrange, after consultation with the Home Base Department, to visit these supporting groups during furlough,

remaining in each community long enough to become acquainted with the membership.

7. EXTENSION OF FURLOUGHS

216. a. Extension of furlough for study. The Board ordinarily does not grant extension of furlough for purposes of study. However, in a case where additional training is essential to the service of the missionary and cannot be attained fully during the furlough, upon representation of the Mission or responsible field organization the Board may grant an extension for such a time as may be needed to secure the desired training, not to exceed one academic school year, under the following conditions: (1) salary and allowances will be continued; (2) any earnings secured during the extension will be refunded to the Board.

217. b. Extension of furlough for health reasons. If serious health conditions of the missionary or his family require it, the Board will grant an extension of furlough with salary and allowances on recommendation of the Medical Department.

218. c. Extension of furlough for promotional work. Upon proper clearance with the field, the Board may extend the furlough of any missionary with salary and allowances for promotional or other types of work under Board direction.

B. LEAVE OF ABSENCE

219. 1. LEAVE OF ABSENCE FOR A MISSIONARY ON THE FIELD

The Board may grant a leave of absence for return to America (aside from furloughs or vacations) to a family including children, to a man, to a wife, or a single missionary on the field, on the following terms:

a. The reasons shall be set forth, i.e., personal or family emergency, or field emergency.

b. The leave of absence must have approval of the Mission or responsible field organization.

c. Salary and allowances of the one granted leave, including the Board's share of the pension premium, shall cease during the period of absence, less field vacation period otherwise untaken that year (See Art. 222).
d. In case of leave for either husband or wife, the field salary of the one remaining on the field shall be in accordance with Art. 151.
e. All expense for travel shall be borne by the missionary, except for children within Manual provision (See Art. 282).
f. A new term shall begin if a couple, a husband, or a single missionary is off the field more than six months.

220. 2. LEAVE OF ABSENCE FOR WIFE ON FIELD TO CARE FOR MINOR CHILDREN

The Board may grant leave of absence for a wife to care for her minor children, on the following terms:

a. She shall have been on the field at least two years following first arrival or subsequent furloughs.
b. The request shall be approved by the Board on recommendation of the Mission or responsible organization.
c. Home salary with allowance will be paid to the wife, the field salary to the husband, in accordance with Art. 151.
d. Such approved leave of absence will not affect the term of service.
e. The question shall be reviewed after one year.

221. 3. LEAVE OF ABSENCE FOR A MISSIONARY ON FURLOUGH

A missionary on furlough desiring to remain away from his field of service for personal or family reasons, beyond the furlough period, shall ask for a leave of absence on the following basis:

a. Notice to this effect shall be given to the Board during the first half of the earned furlough.
b. If the leave is to be an extended one, or return to the field seems doubtful, furlough salary shall not be drawn for more than one-half of the earned furlough.

c. The missionary shall be off Board salary and allowances, including pension payments, during the leave of absence.
d. The connection of the missionary with the Board will be terminated at the end of the third year, unless the Board by special action provides otherwise.

C. VACATIONS

222. 1. ANNUAL FIELD VACATIONS

Each Mission or responsible field body shall provide for field vacations of each missionary or missionary family on the basis of a plan approved by the Board. These provisions may include: a) Travel to and from place of vacation; b) Housing, either rented or owned by the Board.

223. 2. MID-TERM STUDY LEAVE

A missionary may, with Mission and Board approval, take a mid-term study leave on the following conditions:

a. The regular term must be not less than four years.
b. The leave shall not be for more than three months.
c. The purpose shall be for special study, research, or observation under direction of the field organization. Such study may be within the Mission area or in a nearby country. Report should be given to the field and the Board.
d. Field salary and allowances will be continued during the period. The cost of travel and tuition (if any) may be included in the estimates under Class I.
e. Such mid-term leave, with specific Board approval, may be taken in the United States, providing the missionary pays travel both ways.

D. TERMS OF SERVICE AND FURLOUGHS

224. The Board and the Missions have recognized a definite relation between the term of service in any one field and the climatic and other conditions. In general, the terms have been

shorter in tropical areas and relatively longer in temperate areas. The tendency has been, over the years, to shorten the terms without any corresponding shortening of furloughs. The Board, in consultation with each Mission or field organization, arranges the terms of service and furloughs for that field. These are fixed by Board action and are supplementary to this Manual.

CHAPTER VII

Retirements, Pension, Resignations

A. RETIREMENTS

225. 1. AGE RETIREMENTS

Retirement age for a missionary couple may be any time following the 60th birthday of the husband, but not later than his 70th birthday. Retirement age for a single man or widower may be at any time after his 60th birthday, but not later than his 70th birthday. Retirement age for a single woman or a widow may be at any time after her 60th birthday, but not later than her 65th birthday.

226. 2. DISABILITY RETIREMENT

A man missionary, single woman, or widow continuing in the service, who becomes totally and permanently disabled before reaching the age of 65, will be granted disability retirement, the question of such disability being a matter for the Board of Pensions to decide, upon recommendation of the Medical Department of the Board of Foreign Missions.

227. 3. ENROLLMENT IN BOARD'S ANNUAL REPORT

All retired missionaries are enrolled in the Board's Annual Report to the General Assembly under the special heading "Retired Missionaries," with the year of the beginning of their service and the year of their retirement.

228. 4. COMPUTING LENGTH OF SERVICE

The length of service of a missionary is computed as follows:

a. The actual total service as a regular missionary under the support of the Board, plus

b. Previous service under other organizations, recognized by specific Board action at the time of appointment.

c. The length of service of the husband determines that of a married couple.

229. 5. RETIREMENT AND ALLOWANCES

On the date of retirement, the pension begins and Board salary ceases. A missionary on the field is entitled to the expenses of travel home, the usual baggage allowance, and the same freight allowance as that of a new missionary going to the field. This travel provision is available only if the journey is made within three years after retirement, unless special Board action upon field request extends the time. See Art. 277.

230. 6. RESIDENCE AFTER RETIREMENT

Retired missionaries shall withdraw from the area of the Mission in which they have been serving: any exception to this rule shall be by Board action based on field medical report and specific request from the Mission or responsible field organization. The question shall be reviewed yearly.

231. 7. ADJUSTMENT OF FURLOUGHS AND RETIREMENTS

a. Retirement at 70. A missionary whose furlough is due within four years of the automatic retirement age of 70 has the following options:

(1) He may make retirement and furlough time coincide by slightly lengthening the last two or three terms of service, or by taking advantage of options of shorter furloughs after shorter terms of service.

(2) If he is on furlough and the Mission or responsible field organization desires his return for three more years of service, he may shorten his furlough sufficiently to return to the field for the three years, then retire.

(3) If he is on the field, he may either (a) remain on the field with medical approval until time of retirement, (b) postpone his furlough until one year before retirement time, or (c) take his

furlough when due and then retire on a proportionately smaller pension in accordance with the rules governing early retirement.

232. **b. Retirement after 60 and before 70.** A missionary, man or woman, who plans to retire after his or her 60th birthday and before the 70th birthday (or 65th, in case of a woman) shall do so under the following conditions:

(1) The retirement before 65 shall have the approval of the Board (and may be initiated by the Board or by the field organization).

(2) The missionary may retire after three years on the field following his last furlough, in which case retirement will be effective on arrival at destination.

(3) He may arrange so that retirement will come at the end of a regular furlough, either after a longer term of service with a longer furlough or a shorter term of service with shorter furlough.

(4) He should notify the Mission and the Board at least one year in advance, so that plans may be made for replacement and for adjustments in the work.

B. PENSIONS

233. **1. SERVICE PENSION PLAN OF THE BOARD OF PENSIONS**

a. General Statement. Missionaries of the Foreign Board share with the ministers, home missionaries, and commissioned or lay workers of the Presbyterian Church, U.S.A. in the benefits of the Service Pension Plan administered by the Board of Pensions of the Church. The benefits are made available by the Pension Board under definite rules approved by the General Assembly. The rules given herewith are in conformity with those rules and cover certain adaptations of the Pension Board rules to the foreign mission service. These adaptations were made by the Foreign Board in agreement with the Pension Board when the Plan was started in 1927, and have to do with certain supplements which

the Foreign Board deemed necessary in order to secure: (1) the equivalent benefits of the Board's former Retirement Plan, (2) adequate disability and widow's pensions. The supplements for regular service were to continue so long as necessary, and were discontinued by agreement beginning April 1, 1942, for service after that date. The following specific rules, therefore, cover two items: (1) pensions paid by the Pension Board, (2) Foreign Board supplements in specific cases.

234. **b. Every Missionary to be Enrolled.** Every missionary must enroll in the Service Pension Plan of the Church.

235. **c. Pension Premium Payments Made by Board and Missionary.** The annual premium payment for each missionary to the Board of Pensions is 12% of the annual salary, calculated at present on a maintenance base of $4,000 for a married missionary, and $2,400 for a single missionary: the Board paying 9% and the missionary 3%. During a furlough extension or leave of absence without Board support, missionaries will be expected to pay the entire 12% or to accept a retiring allowance and disability protection reduced in proportion to the unpaid premium. The Board will continue to pay the premiums of a widower in the service on the basis of a married couple when the salary being paid is $1,600 or more, otherwise on the basis of a single missionary.

236. **d. Pension Premiums for Special Term Missionaries**

(1) The Board will pay pension premiums for ordained special term missionaries from time of placement on Board salary.

(2) The Board will not pay pension premiums for unordained special term missionaries. If, however, they are appointed as regular missionaries during or at the end of the special term, they may be enrolled in the Pension Plan as of the date their services as special term missionaries began, it being understood that the missionary may pay his share (3%) plus interest, and the Board will pay the employer's share with interest, on such past-due premiums.

237. **e. Pension Payment Made Only by Pension Board.** The Board of Pensions is the one pension agency of the Presbyterian Church, U.S.A. The missionaries hold their membership in the Plan as individuals, and not as a group. Premium payments are made in the name of the missionary; pension payments are made to him by the Pension Board, and not to or by the Foreign Board.

238. **f. Pension Beneficiaries.** In general, Pension Board payments are made: (1) to missionaries on regular age retirement (60 to 70); (2) to missionaries on disability retirement; (3) to widows continuing in the service or retired; (4) to mothers or guardians on behalf of minor orphans of missionaries dying in the service. Pension Board payments are made to a widow even if she continues in the mission service under the Foreign Board, in which case she shall also be enrolled as a member of the Pension Plan in her own right. Pension payments to or in behalf of minor orphans will be continued by the Pension Board even if the mother remarries or if she dies.

239. **g. Estimating Amount of Pension.** Pension Board payments for (1) regular retirements, (2) disability retirements, and (3) widows, are made in accordance with the provisions of the Pension Board.

2. FOREIGN BOARD SUPPLEMENTS

In accordance with the Foreign Board's plan, supplements to the Pension Board payments will be made as follows:

240. **a. For Service Prior to April, 1942**

(1) Missionaries retiring between the ages of 65 and 70 who have served prior to April, 1942, will receive supplements from the Board to the Pension Board payments for such years of service, so that the combined payments will be as follows for each year of prior service:

a. Single women and widows retiring at 65 years of age—$25.

b. Men retiring at 65 or after, according to the following schedule:

When Retiring at	*If Married*	*If Single*
65	$37.50	$22.50
66	39.00	23.00
67	40.50	23.50
68	42.00	24.00
69	43.50	24.50
70	45.00	25.00

(2) Missionaries retiring between the ages of 60 and 65, who have served prior to April, 1942, will receive, as supplement from the Foreign Board to the Pension Board payments for such service, a percentage of pension credits accrued to the date of such early retirement. The percentage for each year shall be as follows:

Age of Early Retirement	*Percentage of Accrued Credits*
60	64.45%
61	70.05%
62	76.31%
63	83.29%
64	91.15%

241. **b. Disability Supplementary Grants**

The Foreign Board will make supplementary grants to Pension Board payments on account of total disability so that a missionary may receive jointly from the two Boards (1) one-half the full supplemental pension he would have been entitled to at automatic retirement, (2) plus that fraction of the second half which his years of service bear to years of possible service, e.g., Y:35.

242. **c. Supplementary Grant to Widows**

The Foreign Board will supplement Pension Board payments to widows under the following rules and conditions:

(1) The combined payments of pension and supplement (excluding orphan's allowances) may equal but not exceed the maximum payment to a single missionary, namely $1,200.

(2) The actual supplementary payment in each instance will be based on:

(a) length of service
(b) health
(c) needs of the family
(d) age

(3) For a widow of a missionary dying in the service who is 50 years of age or over, the following plans shall be followed:

(a) If she has had 20 years or more of recognized service, she shall receive a supplement sufficient to make her total annual grant equal to that which she would have received on retirement at 65 had she been in the service from the beginning as a single missionary.

(b) If she has had less than 20 years of service she shall receive such supplementary amounts as may be determined from time to time by the Board, with due regard to health and financial need.

(4) A widow of a missionary dying in the service who has not reached her 50th birthday shall receive from the Foreign Board a supplement to Pension Board payments in such amounts as may be deemed necessary, with due regard to age, length of service, health and financial need.

243. **d. Supplementary Grants to Widowers**

A widower does not return to the status of a single missionary. In addition to the earned pension, the Board will make supplementary grants to assure an appropriate annuity at retirement.

244. **e. Supplementary Grants to Orphans**

The Foreign Board will supplement the Pension Board's orphan grant to provide full children's allowance for orphans as though the father were continuing in service, even though the mother may remarry.

245. **f. Maximum Combined Payments**

In any instance of Board supplement to Pension Board payments, excluding orphan's allowances, the total combined payments shall not exceed $2,400 a year for a married couple and $1,200 for a single person.

246. **g. Termination of Supplements in Case of Death**

The Foreign Board supplements will cease at the death of a missionary unless he is ineligible for the death benefit payable under the Service Pension Plan. In such a case the supplement from the Foreign Board will be paid to a missionary's heirs for one month after his death.

247. **3. RETAINING PENSION CREDITS FOR RESIGNED MISSIONARIES**

a. If a missionary withdraws from the service of the Foreign Board but continues to serve in the Presbyterian Church, U. S. A., all earned annuity credits will continue to be held by the Pension Board. If, however, he does not enter other service that would be counted under the Pension Plan, he may obtain, on demand, the total of his personal premium payments plus interest compounded annually.

b. Should his service with the Foreign Board have exceeded ten years, his total pension credits, whether from personal or Board premium payments, may be left with the Pension Board to provide, at his retirement, the proportion of the retiring allowance earned by these credits. Should he decide not to leave his credits, then he may withdraw the total of his personal payments, plus interest.

c. Should he resign after 25 years or more of service, leaving his credits with the Pension Board, he will receive as of the date of retirement (as defined by rules of the Board of Pensions) from the Foreign Board for each year of service prior to April, 1942, a supplement to Pension Board payments of $12.50 if married, and $7.50 if single.

C. RESIGNATIONS

248. **1. RESIGNATIONS OFFERED TO BOARD**

Resignations should be offered to the Board, not to the Mission or other field organization. If the missionary is on the field, the Board expects the official action of the field organization concerned, and in all cases the field organization should be notified.

249. 2. RESIGNATIONS ON FIELD

When a missionary accepts travel allowance and goes to a mission field, he thereby obligates himself to complete the regular term of service on that field unless prevented by ill health, or by conditions beyond his control. If a missionary leaves the work or returns home on his own volition before completing the shortest term of service for that field, the following regulations shall apply:

a. Total expenses for outgoing and homecoming travel (plus any outfit allowance for that term) will be pro-rated between the Board and the missionary; that is, the Board will provide such proportion of the entire cost of the round trip as the period of field service rendered in that term bears to the shortest regular term for that field. The missionary shall be responsible for the remainder.

b. The missionary's share of his expenses for the round trip shall ordinarily be paid by himself on the field. No Field Treasurer may advance the missionary's share of these expenses unless specifically authorized by the Board.

c. The missionary shall refund advances immediately upon return to America, or make arrangements with the Board for periodic payment.

d. If a missionary on the field resigns because of marriage to a missionary of another Board, the other Board is required to reimburse the Board for the expense of outfit and travel in amount pro-rated according to the length of service as follows: within the first year, the full amount; after two years, two-thirds of the amount; after three years, one-third of the amount; after four years, no refund will be expected.

250. 3. RESIGNATION ON FURLOUGH

If a missionary resigns on furlough after his first or any subsequent term of service, furlough salary shall be paid for one-half the earned furlough unless remunerative employment is found earlier. A decision not to return should be made known early in the furlough. For health resignations, see Health Furlough (Arts. 197-199).

D. RECALL

51. The Board reserves the right to recall missionaries or revoke their appointment. If requested in writing by the missionary concerned, the reasons for such action are to be of record and may be submitted to the General Assembly with the minutes of the Board covering the recall.

CHAPTER VIII

Finances

A. CONTROL OF AND ACCOUNTING FOR MISSION FUNDS

252. The general control of mission funds is entrusted to the missions or other field administrative bodies with the provision that the funds shall be used in accordance with the appropriations and that the expenditures shall in no case exceed the appropriations without authorization from the Board.

253. **1. FIELD TREASURERS**

It is the policy of the Board to maintain fiscal offices in all countries or areas where it maintains missionaries. Such an office (a) may serve one Mission or a group of Missions of the Board; (b) may be maintained in association with other denominational Boards, having several denominational treasurers associated in the one office (Associated Mission Treasurers); or (c) may be a cooperative office, with one treasurer representing several denominational Boards and serving several mission areas. In each instance, the duties of the Field Treasurer in relation to this Board shall be those outlined herewith, modified by such agreements as are entered into in each case of joint office.

254. **2. DUTIES OF FIELD TREASURERS**

a. The Field Treasurer is the agent of the Board for the distribution of the funds appropriated for his area, and is responsible to the Treasurer of the Board, directly or through a General Field Treasurer, for all funds forwarded to him.

255. **b. Securing Funds for Current Work**

The Field Treasurer shall ordinarily secure needed funds for

missionary maintenance and current work by selling drafts on the Board's Treasurer upon forms sent him by the Treasurer. These drafts are to be signed by the duly appointed Field Treasurer and are to be sold only in such amounts as will be needed in the immediate future to finance the regular work. In case of cooperative field offices, funds shall be secured in accordance with a procedure agreed upon.

256. **c. Securing Funds for Building Projects**

The Field Treasurer shall be responsible for securing funds for building projects against specific Board appropriations, provided (1) the amount appropriated is sufficient to complete the building or a usable unit of the building; (2) a contract has been signed calling for expenses in local currency.

257. **d. Disbursements of Funds**

(1) The Field Treasurer shall make expenditures of appropriations for current work in accordance with the approved budget, subject to such transfers as are approved by the Mission or responsible field organization. All appropriations for non-transferable items shall be spent solely in accordance with the purpose for which the funds were given.

(2) The Field Treasurer shall disburse funds within the appropriations as directed by the Mission or responsible field organization. Salaries of missionaries shall be paid monthly or quarterly, as desired; current work appropriations regularly, as agreed upon locally; appropriations for buildings, as requisitioned by authorized persons. Funds which the Board specifically places at the disposal of the Mission or Field Council shall be paid by the Field Treasurer as ordered by the appropriate committees.

(3) In countries where there are several Missions, with an Inter-Mission or Associated Treasurer's Office, all items of missionary support shall be paid by the Central Office directly to the missionaries. Field work and other appropriations shall be paid according to the procedure best suited to the particular locality.

258. **e. Station Treasurers**

Station Treasurers and all others who handle mission funds shall be responsible to the Field Treasurer and shall keep records and make expenditures and reports in accordance with his instructions.

259. **f. Field Accounting System**

The Field Treasurer shall keep clear and accurate accounts of all receipts and expenditures, both of local funds and of funds drawn against Board appropriations for missionary maintenance (Class I), current work (Classes IV-XI), or new property (Class XII). He shall provide that appropriations for current expenses and those for new property, and disbursements against these appropriations, are kept separate at every stage of accounting. He shall secure vouchers for all payments and shall preserve files of official correspondence.

The Field Treasurer shall assist in setting up proper accounting systems for all institutions and other agencies related to the Mission or responsible field organization.

260. **g. Travel Accounting**

When a missionary arrives on the field, the Field Treasurer shall make adjustment of accounts, based on statements from the Board's Treasurer, covering salary payments and other allowances and advances. He shall also examine and audit the travel accounts of arriving missionaries and send these, after settlement, to the Treasurer of the Board.

261. **h. Deeds to Board Property**

The Field Treasurer shall file all deeds to Board owned property and shall provide that these be in the names of "The Board of Foreign Missions of the Presbyterian Church in the U.S.A." except where the laws of the country provide otherwise, in which case the individual or local holding corporation shall indicate in writing that such property is held in trust for the Board. By permission in writing that such property is held in trust for the Board, property may be held in the name of a duly incorporated

body operating an institution under control of, or associated with, the Church and Mission.

262. **i. Expenditure of Field Revenue**

The Field Treasurer is the agent of the Board for carrying out, under Executive Committee supervision, the Board's rules governing the use of revenue derived from tuition fees, medical fees, press earnings, premium on exchange, etc., of institutions under Board control, such funds always being reported to him.

263. **j. Loans and Advances**

The Field Treasurer shall be responsible for the enforcement of the following regulations regarding loans, advances, and deposits:

(1) No Board or Mission funds shall be loaned or advanced under any circumstances or however urgent the appeal.

(2) No liability shall be assumed on behalf of the Board without its actual consent.

(3) Travel funds shall not be advanced to missionaries traveling at their own expense.

(4) No funds shall be accepted from missionaries or others for investment in any security.

(5) No funds shall be advanced for buildings or for other purposes before the official notice of appropriations is received.

(6) No advance on salary beyond the current quarterly or monthly payment is permissible, except on the approval of the Field Treasurer and the Field Representative of the Board.

264. **k. Bank Deposits**

The Field Treasurer shall deposit in the name of the Board or Mission or other authorized field administrative body, all funds in a banking institution approved by the Mission or field administrative body. No Board or Mission funds are to be deposited in personal bank accounts, except where the laws of the country make it necessary and then only, upon specific Board action.

265. **l. Annual Count of Cash on Hand**

The Field Treasurer shall secure a certified count of cash on

hand in his office on December 31st of each fiscal year by two members of the missionary group, and a certification as to the bank balances on December 31st.

m. Reports

266. (1) *Field Treasurer's Report to Board.* The Field Treasurer, on blanks supplied by the Board, shall make quarterly reports to the Board of receipts and disbursements, and a full detailed statement annually (from January 1 to December 31).

267. (2) *Institutional Reports.* Institutions operating under mission direction or receiving grants from the Board should make report of their receipts and disbursements to the Field Treasurer. Institutions whose management the Mission shares with other Missions or organizations are expected to furnish the Field Treasurer with a copy of their annual financial report. The financial statements and balance sheets of all institutions should show not only receipts and disbursements, but also assets and liabilities at the close of the fiscal year.

268. (3) *Special Reports on Property.* The Field Treasurer shall send to the Board's Treasurer annually, on blanks furnished for that purpose, a report on each piece of property acquired in the name of the Board during the fiscal year. These reports should carry the number of the appropriation, the official property number, and the generally accepted name of the building. He shall report clearly, in the quarterly statement, all disbursements made against special appropriations for property.

269. n. Correspondence

The Field Treasurer shall be responsible for correspondence with the Treasurer of the Board on financial and property matters.

3. AUDITS

270. a. General Statement

The Mission or responsible field organization shall provide for an annual audit of accounts of persons and institutions handling

Board funds, including those of the Field Treasurer, station treasurers, and institutional treasurers.

271. b. The Field Treasurer's accounts, including the Treasurer's books, balance sheet, and annual report, shall be audited by or under the supervision of the standing Auditing Committee, composed of not less than two members of the Mission. In such an audit, the Committee shall either personally or through a professional auditor,

(1) Examine the voucher for each payment.

(2) Check the footings of the columns in the several ledgers, journals, and cash books.

(3) Compare the disbursements with Board and Mission appropriations, grants, and authorizations, with report to the Board.

(4) Certify that the count of cash in the office and the bank balances as of December 31st tally with the final balanced report sent to the Board.

(5) Review all records of the Field Treasurer and certify to the Board that the work of the Treasurer is being done in accordance with the Manual and that all transactions affecting the Board's credit are reported to it.

(6) Make its report to the Mission or responsible field organization and to the Board. The report shall be incorporated in the Minutes of the Mission or responsible field organization.

(7) Complete its work as soon after January 1st as possible.

272. c. Station Treasurer's Accounts

The accounts of station treasurers, individuals, and other agencies handling Board funds shall be audited by auditors approved by the Mission or field administrative body. In general, the rules governing the General Treasurer's accounts shall be applied in making such local audits.

273. d. Institutional Accounts

(1) Institutional accounts may be audited by auditors appointed either by the Mission or responsible field organization, or by the Boards of Control of the several institutions themselves.

(2) In addition to observing in general the rules regarding the

Field Treasurer's accounts, the institutional auditors shall certify to the correctness of the Financial Statement (Form 5386) and the Balance Sheet (Form 5387), which shall be signed by the auditors and sent to the Field Treasurer for forwarding to the Treasurer of the Board.

B. OUTGOING AND INCOMING TRAVEL

274. 1. SERVICE OF TRAVEL DEPARTMENT

The Board of Foreign Missions maintains a Travel Department which is under the general direction of the Treasurer's office of the Board. This Department is responsible for arranging all transportation of missionaries to the field. The following regulations are given in outline. The detailed instructions will be found in the Travel Manual.

275. a. Clergy Rates

All missionaries travel in the United States and Canada on Clergy Fare Certificates. Missionaries in this country, including those recently appointed, should correspond with the Treasurer of the Board regarding these certificates. Missionaries on the field preparing for furlough should secure blanks from the Field Treasurer, or they may secure cross-country permits from the railroads at port of entry.

276. b. Travel to the Field

Transportation on railroads, steamers and airplanes will be arranged by the Travel Department. Missionaries may travel by air if the cost, including excess baggage, does not exceed that of travel by boat. The Travel Department will furnish the necessary funds for travel, and tickets for overseas travel by steamer or airplane. Missionaries should correspond with the Treasury Department regarding details of such travel. (See Travel Manual.)

277. c. Travel from the Field

The Field Treasurer will furnish tickets, travel funds, etc., for the journey of the missionary by the most direct route from the

field of his service to his home in this country or to his home in another country, if approved by the Board. (For details as to freight allowances and other allowances, see the Travel Manual.)

278. **d. Baggage and Freight Allowance on Journey**

Missionaries should correspond with the Travel Department regarding both baggage and freight to be shipped, as to the amount permitted under the various regulations. (For information concerning baggage and freight, consult the Travel Manual.)

279. **e. Passport, Visas and Permits**

Because of constantly changing regulations, the missionary should correspond with the Travel Department regarding securing his passport, visa and necessary permits for travel. This should be done well in advance of anticipated travel.

280. **f. Forwarding Outgoing Shipments**

The Purchasing and Shipping Department will receive all goods sent to the Board for shipment abroad. In case friends of the missionaries desire to send packages for inclusion in the baggage and freight shipments to the field, correspondence should be had before packages are sent. In nearly all fields restrictions are placed on shipments, and where customs duties are so high that it may be best not to send such packages.

281. **g. Forwarding Homecoming Shipments**

Homecoming shipments of freight and baggage should be consigned to the Board of Foreign Missions, if the shipments are to enter New York or San Francisco. The invoices and bills of lading should be forwarded to the Shipping Department well in advance of the arrival of the shipment in the United States.

282. **h. Travel of Missionaries' Children**

The Board pays travel of missionaries' children to and from the field under the following conditions:

(1) The Board will pay the travel expenses of children under 19 years of age, accompanying their parents (a) when the parents

first go to the field, (b) on regular or health furloughs, without limit as to number of trips.

(2) The Board will pay the travel expenses to and from the United States of children travelling alone, on health certificate.

(3) The Board will pay the travel expenses of children under 19 years of age returning alone to the United States for purposes of study when such a journey is undertaken after two or more years of schooling on the field.

C. SPECIAL SERVICES TO MISSIONARIES

The Treasurer's office of the Board is prepared to render special services to the missionaries, which may involve business and financial transactions, in connection both with their work and personal matters. Such services will include the following:

283. 1. PURCHASING AND SHIPPING

a. Substantial discounts can be obtained by the Purchasing and Shipping Department on almost all commodities, e.g., household goods; photographic, building, musical, electrical, school and office supplies; typewriters; books; machinery. Comparative prices and descriptions of goods can be furnished on request, or orders can be quickly filled if maximum prices and instructions are given. Help can also be given by the Department in purchasing materials and securing suggestions for procedure for construction work of all kinds in which engineering problems are involved.

b. Discounts may be obtained through the Department on the prices of magazine subscriptions. An automatic renewal service insures the missionaries on the field continuous service on their subscriptions unless expiration is specifically indicated.

c. These purchases are made under the following general rules:

(1) Each order should be written on a separate sheet marked for the Purchasing and Shipping Department and should indicate, in case of electrical supplies, the current, voltage, and cycles in the place where the appliances are to be used.

(2) Each order must be accompanied by an order form (provided by the Board), countersigned by the Field Treasurer.

(3) Orders may be for the personal account of the missionary or the account of an institution directly associated with the Mission or responsible field organization. Care should be used to indicate when an order is for an institution; otherwise charges will be made against the U.S. dollar account of the missionary signing the order.

(4) All expenses, including purchase costs and freight, will be charged in accordance with the order, generally to the missionary's dollar account in New York.

(5) A nominal fee will be charged for these services.

(6) These purchasing privileges are to be extended only to those who are directly associated with the Mission or field organization.

284. **2. CERTIFICATES OF CREDIT**

Field Treasurers, for actual value deposited with them, are authorized to issue Board Certificates of Credit to missionaries, which shall constitute orders for payments by the Treasurer of the Board, of sums from missionaries to persons or firms in America.

285. **3. MONEY ORDERS**

The Board's Treasurer will receive and transmit to the field funds for the private use of missionaries. This in general will be done by means of Board Money Orders drawn on the Field Treasurer and payable by him to the party named in the order, and at the current rate of exchange at which the Field Treasurer is selling his drafts. These money orders are not negotiable.

286. **4. RECURRING PAYMENTS IN UNITED STATES**

The Treasurer will, on request, make regular or occasional payments in the United States, such as sending a fixed sum monthly or quarterly to parents, children, savings banks or other depositories.

287. **5. PAYMENT OF INSURANCE PREMIUMS**

The Treasurer of the Board will advise the missionaries regard-

ing the kind and amount of insurance each should carry in regular insurance companies. The Board will also pay regular premiums when requested to do so, charging the amount to the U.S. dollar account of the missionary.

288. 6. DRAFTING AND HOLDING WILLS

Each missionary, before leaving for the field, should sign and execute a will, one copy of which may be left with the Treasurer of the Board and the other copy taken to the field. If desired, the Treasury Department will assist in the drafting of wills.

289. 7. HANDLING OF SAVINGS AND INVESTMENTS

a. The Treasurer's office of the Board is prepared to assist missionaries in holding securities, collecting and receiving income thereon, and in maintaining savings bank accounts. These transactions are held in strictest confidence by the Treasurer's office.

b. Missionaries shall avoid investments and business entanglements on the field, such as buying and selling for gain, and loaning of money at interest.

290. 8. HOLDING POWER OF ATTORNEY

It is advisable that a power of attorney be left with the Treasurer of the Board in cases where this provision is not otherwise made.

291. 9. READERS' SERVICE

Readers' Service is an agency of the Board for channeling literature to the mission fields. Books and magazines are solicited to meet the needs of missionaries and their work. The development of reading circles and of lending libraries in every land is encouraged and aided. The Readers' Service Bulletin aims to acquaint missionaries and institutions with new books, as they are published, which may be of special interest or help. This service is given without charge to the missionary or Christian organization on the mission field except by agreement.

D. OWNERSHIP, CONTROL, AND INSURANCE OF AUTOMOBILES

In order to assure uniformity in the ownership, control and insurance of automobiles used in the work of the Missions, the Board has adopted the following rules:

292. 1. OWNERSHIP

a. Board Owned Cars are those:

(1) Purchased by the Board on the request of the field organization and transported to the field at Board expense for the use of the mission group.

(2) Given by churches, individuals or organizations to individual missionaries and for which credit is given in the benevolence budget.

(3) Designated by the donors as "Mission" cars for the use of individuals, and for which benevolence credit has been given.

b. Institution Owned Cars are those purchased from current receipts of the institution, local gifts to the institution, or those given by churches, organizations, or individuals specifically to such institutions, and for which credit may or may not be given.

c. Privately Owned Cars are those purchased and shipped to the field at the expense of the missionary, or purchased from funds provided by churches, organizations or individuals, for the use of the missionary, and for which no benevolence credit is given.

d. Board Equities in Private Cars. In cases where the Board has aided partially in the purchase or transportation of a private car, such payments shall be considered as a Board equity in the car, and in case of sale, a refund should be made to the Board in proportion to the Board's original investment.

e. Record of Ownership and Equities. The Field Treasurer shall keep a record of all cars used in mission work, clearly indicating the following:

(1) The ownership of each, Board or private.

(2) The equities of the Board in each private car.

293. 2. USE AND SUPERVISION

a. Board Owned Cars shall be used as determined by the field

administrative body except as it may have been provided otherwise by the donor. Board owned cars may be placed under the supervision of:

(1) An individual; (2) a group; (3) an area, with one man responsible; (4) an office, such as the Treasurer or the Secretary; (5) a Field Representative; (6) an institution.

b. **Institution Owned Cars** are to be used as determined by the institution itself.

c. **A Privately Owned Car** is entirely at the disposal of the owner, though it is hoped that he will be generous in allowing its use for "Mission" business when not requiring it for himself, especially where the car has been given to him by a church or other organization.

294. 3. **COST OF MAINTENANCE AND OPERATION**

a. **Board Owned Cars** are to be operated within the field budget, which shall cover both the operation and maintenance, including upkeep and cost of fuel. Any use for private business shall be accounted for and payment made on the mileage basis, as determined by the field administrative body.

b. **Institution Owned Cars** shall be maintained and operated by the institution within its own budget.

c. **Privately Owned Cars** shall be operated at the owner's expense, the Board paying mileage within the field budget on mission business. The field administrative body shall make rules governing such payments and operation, fixing mileage rates to provide for partial replacement.

295. 4. **INSURANCE**

a. **Third Party Damage**

All cars used in mission work, whether private or other, shall carry full third party insurance, including damage to other cars and injury or death of passengers. The cost of such insurance shall be borne by the owner in each case.

b. **Damage Through Accident**

(1) Damage to all cars while on "Mission" work shall be borne by the Board's Fire and Marine Insurance Fund, on recommendation of the Field Executive Committee and action of the Board.

(2) Damage to all cars while on "Institutional" work shall be the responsibility of the institution.

(3) Damage to all cars in "Private" use shall be borne by the individual or individuals responsible.

E. AIRPLANES

296. The Board, without making a detailed set of rules as to the use of airplanes in missionary service, has set forth the following general rules:

1. Any request for the purchase of a plane must be submitted to the Board for approval.

2. Such request should give a statement of the local facilities for operation, the cost of annual upkeep, availability of pilots and crews, the area in which the plane would be operated and the use to which it would be put.

3. A schedule of available commercial planes in the same area should be shown.

4. Special rules for operation of planes in any one country, including insurance coverage, will be formulated when such plane is purchased and before it is placed in operation.

CHAPTER IX

Estimates and Appropriations

A. ESTIMATES

297. Each Mission or responsible field organization shall prepare careful estimates of the probable necessary expenses of its work for the year, beginning from the first of January. These estimates should be prepared by the stations, institutions or functional committees in the first instance, and approved by the Mission or responsible field organization or its Executive Committee. The estimates should include everything necessary for the work of the year in all classes including Class XII, New Property. Missionary Maintenance and Field Work estimates should be prepared in triplicate on forms provided by the Board. All estimates should be sent to the Board to reach New York not later than August 15th of the preceding year.

298. **1. CLASSIFICATION OF ESTIMATES**

a. For the Missionaries

CLASS I—Missionary Maintenance

Sub-Class A—Field

(1) Salaries
(2) Rent
(3) Language
(4) Local Income Tax
(5) Medical
(6) Vacation
(7) Upkeep of Missionary Residences. In cases where light, heat, water and caretakers are of a general and not a personal nature, these may be included
(8) Assistance for Education of Missionary Children on the Field

(9) Other Allowances for Missionary Personnel

Sub-Class B—Furlough

(1) Salaries

(2) Rent

(3) Medical

Sub-Class C—Children's Allowances

Sub-Class D—Pension Premiums

Sub-Class E—Study on Furlough and Prior to Going to Field

Sub-Class F—New Missionaries' Conference

Sub-Class G—Outfit, Re-Outfit

Sub-Class H—Travel and Freight to and from Field

Sub-Class I—Purchasing and Shipping and Services to Missionaries

Sub-Class J—Replacement Contingent Fund (New Missionaries)

CLASS II—Retirement Allowances

Sub-Class A—Honorably Retired

Sub-Class B—Pension Supplements

Sub-Class C—Orphan Supplements

Sub-Class D—Medical

b. For the General Work

CLASS III—General Funds Specifically Allocated

Sub-Class A—Scholarships for Nationals in United States

Sub-Class B—Funds for Highly Trained Nationals

Sub-Class C—Christian Literature and World Literacy

Sub-Class D—Christian Home and Family Life

Sub-Class E—Audio-Visual Education and Evangelism

Sub-Class F—Medical Charity Fund

Sub-Class G—Repairs

Sub-Class H—Other Work Projects

CLASS IV—Mission and Station Administration (Non-transferrable)

Sub-Class A—Meetings of Mission and Mission Committees

Sub-Class B—Printing of Mission Minutes, Accounting Forms, etc.

Sub-Class C—Expenses of Treasurer's Office and Executive Secretary's Office, including general equipment, stationery, postage, etc.

Sub-Class D—Transfer of Missionaries Within Mission

Sub-Class E—Itineration of Missionaries (Non-transferrable)

Sub-Class F—Other Expenses for Administration of Mission and Stations

CLASS V—Property in Use, not including Missionary Residences (Non-transferrable)

Sub-Class A—Caretaker

Sub-Class B—Taxes

CLASS VI—Church General, including Cooperative Church Organizations

Sub-Class A—Evangelistic and Church, including Union Work

Sub-Class B—Educational, including Union Work

Sub-Class C—Medical, including Union Work

Sub-Class D—Literature, including Union Work

Sub-Class E—Audio-Visual Program, including Union Work

CLASS VII—Evangelistic and Church, including Union Work

Sub-Class A—Ordained Workers

Sub-Class B—Licentiates

Sub-Class C—Men Evangelists

Sub-Class D—Women Evangelists

Sub-Class E—Other Workers

Sub-Class F—Rural and Industrial Evangelism, Social Welfare Projects

Sub-Class G—Rents for Evangelistic Work

Sub-Class H—Other Expenses

CLASS VIII—Educational, including Union Work
- Sub-Class A—Boarding Schools
- Sub-Class B—Day Schools
- Sub-Class C—Colleges
- Sub-Class D—Theological Seminaries
- Sub-Class E—Adult Education
- Sub-Class F—Other Schools or Educational Work
- Sub-Class G—Rents for Educational Work
- Sub-Class H—Other Expenses

CLASS IX—Medical, including Union Work
- Sub-Class A—Assistants (Foreign and National)
- Sub-Class B—Hospitals
- Sub-Class C—Schools of Medical and Nursing Education
- Sub-Class D—Public Health
- Sub-Class E—Rural Extension Service
- Sub-Class F—Health Centers and Outlying Clinics and Dispensaries
- Sub-Class G—Other Work
- Sub-Class H—Rents for Medical Work
- Sub-Class I—Other Expenses

CLASS X—Literature, including Union Work
- Sub-Class A—Press
- Sub-Class B—Books, Tracts, etc.
- Sub-Class C—Periodicals
- Sub-Class D—Colporteurs
- Sub-Class E—Bookstore
- Sub-Class F—Other Expenses
- Sub-Class G—Literacy Publications

CLASS XI—Audio-Visual Program, including Union Work
- Sub-Class A—Equipment
- Sub-Class B—Materials
- Sub-Class C—Services
- Sub-Class D—Other Expenses

CLASS XII—New Property and Equipment
- Sub-Class A—Cost of Land (including Title Expense)

Sub-Class B—Cost of Building
Sub-Class C—Equipment and Furnishing
Sub-Class D—Alterations and Additions

299. **2. PREPARATION OF MISSIONARY MAINTENANCE ESTIMATES (Classes I and II)**

a. Class I Estimates shall include salaries and allowances for all missionaries both on the field and on furlough, as well as estimates for replacement salaries and allowances (formerly Class III, New Missionaries). The estimates are prepared as follows:

(1) The field offices shall furnish data regarding field expenses for rent, language study, etc. (Sub-Class A Nos. 2 and 9), and the date of the beginning and length of all furloughs for the year.

(2) The Board offices shall compile the data for other items in the Maintenance estimates and will complete the estimates for presentation to the Board for action.

b. Class II Estimates will be compiled by the Treasurer's Office of the Board for presentation to the Board in the overall budget of the Board.

300. **3. PREPARATION OF FIELD WORK ESTIMATES (Classes III to XI)**

In preparing the annual estimates for the field work, the entire local church and institutional program shall be reviewed in consultation with those responsible for the work in each case. It shall be the special responsibility of the Field Representative to encourage the national Church and its institutions to undertake the largest possible financial and personnel responsibility, so that there may be steady progress towards total local support of these special undertakings, thus making it possible to release personnel and funds for an ever-expanding program.

301. **a. Class III Non-recurring Estimates** for field work projects shall be prepared in United States currency. Each Sub-Class (A to H) should be itemized separately in detail and forwarded to the Board by the Field Representative, with full covering statement for each Sub-Class. A priority rating of items in each Sub-Class should be made, especially in Sub-Classes A, B, and G.

b. Classes IV-XI Field Work Estimates

Classes IV-XI estimates shall be divided into two major parts: Basic Recurring Estimates and Additional Recurring Estimates.

302. (1) *Basic Recurring Estimates (IV-XI).* The basic recurring estimates shall be prepared under the following regulations:

(a) The estimates for these Classes shall be entered upon the blanks furnished by the Board and shall give the following information for each Class and Sub-Class by station or institutions for the use of the Board in making appropriations.

Column A. Total expenditures proposed for each Sub-Class.

Column B. Anticipated receipts from fees, tuition, local gifts, etc.

Column C. Amount requested from the Board to supplement field receipts, which should be Column A., minus Column B.

(b) The total requested for these Classes shall not be more than the recurring appropriation of the Board for the year preceeding the fiscal year for which the estimates are prepared.

(c) Items in the previous year's estimates may be increased, decreased, or discontinued. New items within the total and clearly in these Classes may be included.

(d) When under specific Board authorization, the administrative control of Class VII-XI appropriations is transferred by a Mission or Field Council to a National Church or church agency; this shall be clearly indicated in the estimates under Class VI, Grants to National Church. This may include items generally placed under Classes VII to XI.

303. (2) *Additional Recurring Field Work Estimates (Classes IV-XI).* The Missions or responsible field organization may make separate estimates of needs for the coming year beyond the amount included in the basic estimates in Column C. The following rules should be observed in making such additional estimates:

(a) The requests should be listed on a priority basis.

(b) The requests may be for increased cost of work already supported under the basic estimates.

(c) The requests may be for new work, either the extension of

the Church or institutional work, or new projects such as literature, home and family life, etc., or for new institutions.

(d) The requests shall be accompanied by full covering letters in explanation of the needs and descriptive material for use in presenting the request.

304. (3) *The Project Plan of Making Out Estimates.* In making estimates for the field work-budget, including both the Basic Recurring Field Work Estimates and the Additional Field Work Estimates, the project plan should ordinarily be followed. This would be especially desirable in Classes VI-XI. In these classes the recurring annual estimates should clearly show that grants in aid are being sought for distinct projects with objectives which may be completed or definitely advanced within a stated period of time.

4. PREPARATION OF ESTIMATES—NEW PROPERTY AND EQUIPMENT (Class XII)

305. **a. Preferred Property List**

Each Mission, Council, or responsible field organization may submit a preferred list of requests for new property and equipment in order of priority. The following types of property items may be included in such a list:

(1) *Unmet balances* of projects for which approximately one-half has been secured.

(2) *Major alterations* of and additions to Board-owned property. Each such request shall be listed separately and may include alterations, additions, screening and other advisable improvements.

(3) *Equipment* needed for the Mission or responsible field organizations and its institutions may be included, each request to be listed separately.

(4) *Missionary residences* needed for missionaries on the field or under appointment should be placed high on the list.

(5) *Replacement of property and equipment* destroyed by fire, flood, or storm and not covered by the Board's Fire and Marine Insurance Fund or other insurance, may be listed in this class.

306. **b. Secondary Property List**

Other property needs may be submitted in a separate and secondary list as decided upon by the responsible field organization. This list will be for information as to the full needs of the field. and as an indication of possible future needs.

307. **c. Specific Rules—Preparation Annual Property List (Class XII)**

The following specific instructions are given for the preparation of the annual preferred property list:

(1) A very limited list of pressing necessities, including both Mission and cooperative enterprises, should be officially adopted by the Mission or responsible field organization and forwarded to the Board for consideration in making up its annual preferred property list.

(2) Large requests for buildings may be broken down into several amounts, each of which is sufficient to complete a usable unit of a larger project, the balance of the request being placed in the Secondary List.

(3) Estimates for each property request should be so comprehensive as to avoid later requests for additional funds to complete the project. The request should include separate estimates for land, buildings, and equipment.

(4) Requests for unmet balances shall show the following facts regarding the project: (a) the total amount requested, including any imperatively needed increase over the original estimates; (b) the total amount on hand from both the Board and from other sources; (c) the net amount required for the completion of the project.

(5) All items of field property requests lapse upon the issuance of a later field list, unless renewed in the later list.

(6) In any building project, if sufficient funds have not been secured within three years to provide a usable unit, the question shall be reviewed and decision shall be made as to the future of the project and as to the possible use of funds on hand for other projects.

(7) The Field Representative shall give adequate descriptions of each property item listed, especially those in the Preferred Property List.

(8) The lists shall be revised annually and full covering letters shall be sent with each revised list.

B. BOARD APPROPRIATIONS

The appropriations of the Board for any given year are determined by several factors. Primarily they are based upon the over-all asking budget of the Boards and agencies of the Church as approved by the General Assembly and upon the relative requests from the several fields.

308. 1. ASKING BUDGETS OF BOARDS AND AGENCIES

In any discussion of mission budgets, it is well to know the relation of such budgets to that of the Board and also to the over-all Benevolence Budget of the Presbyterian Church, including the budgets of the four Boards of the Church and the Council of Theological Education. The following outline will give some indication of procedures in determining this overall budget:

a. The General Assembly sets the maximum total amount for the Boards and Seminaries with which the Church will be challenged within the year.

b. The General Assembly assigns each Board or Seminary a certain fixed percentage quota of the total amount. This fixed quota becomes the Asking Budget of each Board or Seminary for the year.

c. The Boards and Seminaries are authorized to make appeals for gifts within the limits of their share of this total Asking Budget, at the same time being responsible for any over-expenditures.

d. The fixed Asking Budget for each agency includes both requests for the regular recurring expenses at home and abroad and requests for new buildings, equipment and special projects urgently needed within the year and for which credit is to be given.

e. The General Assembly authorizes the Boards and the Seminaries in cooperation with the Assembly's Committee on United Promotion to present the Asking Budget to the Synods, Presby-

teries and the churches during the summer and autumn in a program of planned education, culminating in the Every Member Canvass in November.

309. **2. BOARD APPROPRIATION BUDGET**

a. Relation of Appropriations to Assembly Asking Budget

On the basis of the estimate of the giving of the churches to the Asking Budget appeal, the Foreign Board prepares in mid-October its Appropriation Budget, which is considered for final adoption at the November meeting of the Board. As the General Assembly authorizes appeal to the churches for a maximum amount in the Asking Budget, but cannot guarantee the amount, the Board does not appropriate the full amount of the Asking Budget. The Board's over-all Appropriation Budget determines the amount which can be put into the Mission appropriations in any year.

b. Currency Basis for Making Appropriations

The Board appropriations in Class I are made partly in United States currency and partly in the local currency of each field. The appropriations in Classes II, III, and XII are made in United States currency. Appropriations in Classes IV-XI are generally made in the local currency of each field.

310. **3. MISSIONARY MAINTENANCE APPROPRIATIONS (Class I)**

The appropriations for missionary maintenance, Classes I and II, are based on estimates for the support of each individual missionary or missionary family. The following provisions are made:

a. Appropriations released during the year by reason of retirements, deaths, resignations, etc., of regular missionaries shall be held by the Board for use in replacing such losses as soon as possible.

b. The Board will include a Contingent Fund in its missionary maintenance appropriation to care for the extra expenses involved in making replacements at time of the occurrence of losses in personnel.

4. GENERAL FUNDS APPROPRIATIONS—SPECIFICALLY ALLOCATED (Class III)

The Class III General Funds appropriations are held in New York and are allocated to the fields under the following specific rules for each Sub-Class. Each allocation is non-recurring and non-transferable.

311. a. **Scholarships for Nationals in the U. S. A.** shall be allocated on the recommendation of the Mission or responsible field organization, accompanied by the forms giving information as to the scholastic standing, etc., of the the applicant. The forms are furnished by the Board (See special Board rules).

312. b. **Funds for the Employment of Highly Trained Nationals** shall be allocated to the Church and church-related institutions toward the support of certain positions requiring persons of special training and skills, such as church general workers, or institutional professors or administrators. Requests approved by the Mission or responsible field organization should indicate both the position to be filled and the person selected for the position. Grants are based upon definite application (See special Board rules).

313. c. **Christian Literature and World Literacy Funds** are allocated on the request of the Mission or responsible field organization for definite projects in the field of literature and literacy. Each allocation will be only for a well-defined program which can be completed with the amounts designated. This may be a lump sum to cover more than one year.

314. d. **Christian Home and Family Life Funds** are allocated on the basis of a definite outlined program of advance in the field of the Christian home. The program should be a unit in itself. The allocation may be used over two or more years, and may be repeated by action arrived at in the regular way.

315. e. **Audio-Visual Education and Evangelism Funds** may be allocated in a lump sum for the purchase of materials in the United States or for use on the field. A definite request in detail shall be

made in each case. The allocation shall be for a program which can be completed without recurring annual appropriations. The allocation may be over two or more years.

316. **f. Medical Charity Funds** are allocated only to the Mission or church-related hospitals for use in helping with the care of charity patients. The allocations are non-recurring but may be repeated by request and approval in the regular way.

317. **g. Repair Funds** shall be allocated to the several Missions or responsible field organizations on the basis of definite requests from each field. These requests shall cover the anticipated repairs for the ensuing year to be made upon missionary residences and upon institutional buildings. Each Mission or responsible field organization shall submit a list of such repair needs, made out on a priority basis, and shall be responsible for the use of the funds allocated, once granted by the Board (See Chapter X, Property).

318. **h. Other Class III Work Funds** may be appropriated by the Board from time to time to be held for allocation on the requests from the field. Notice of such appropriations shall be made by the Board and the conditions given under which allocations will be made.

5. BASIC RECURRING APPROPRIATIONS (Classes IV-XI)

The Basic Recurring Appropriations are made by the Board for the support of the current work on the following conditions:

319. **a.** The appropriations for any one field are based upon the detailed estimates for these classes, which estimates also serve as the general basis for field expenditures in these classes.

320. **b.** The total for each field is determined by the Board annually. This total amount may be the same as the previous year or it may be more or less, depending on the overall budget and the needs of the field.

321. **c.** The Mission or responsible field organization shall be responsible for keeping the expenditures in these classes within the

total appropriation for the year. Any over-draft in these classes (IV-XI) will become a first charge against the appropriations for the ensuing year.

322. d. The Mission or responsible field organization may make adjustments within these classes as follows:

(1) Transfers may be made within Classes IV-XI appropriations to meet the changing needs of the work.

(2) Transfers may be made either temporarily or permanently into but not out of Class IV, Mission and Station and Administration, and Class V, Property in Use (General Mission).

(3) Prompt and full reports shall be made to the Board of such transfers.

(4) Appropriations for Class IV, Mission and Station Administration and Class V, Property in Use, shall be kept as general appropriations for use anywhere within the area.

323. e. Credit balances in these Classes IV-XI may be carried over and used in the new year in addition to the appropriations for the year under the following understandings:

(1) that the Board, in view of the general financial situation, may direct that these balances, in any one year, be returned to the Board for cancellation.

(2) that prior approval of the Board must be secured for the use of such credit balances either for the purchase of new property or for new work involving recurring expenditures.

(3) that the accumulation of large surpluses is to be avoided, either of current appropriations or of institutional credit balances.

(4) that non-recurring appropriations in these classes for Special Projects are to be used in accordance with the request as given in the estimates, hence not subject to transfer.

(5) that the Mission or responsible field organization, in exercising the right of transfer within these classes, shall have due regard to recurring projects supported by specific gifts of churches or groups in the home Church. In general, such specific gifts should be spent as appropriated. If the situation calls for a review of such gifts, this should be reported to the Board and the

Board will take the question up with the donors seeking their approval and their interest in other new projects.

324. f. If, under specific Board authorization, part of the Classes VI-XI appropriation is transferred for use and administration of a national Church or church agency, this shall be clearly indicated in the Class VI estimates, to be used for comparison with the subsequent annual accounting of such funds.

325. **6. ADDITIONAL RECURRING APPROPRIATIONS (Classes IV-XI)**

Any increase in the Classes IV-XI current work appropriations shall be based on field request, given in the order of priority for any one field and in order of urgency as between the several fields. Such increases may be appropriated in a lump sum, with provision for distribution by the Mission or responsible field organization. Or the appropriation may be for specific items in the field estimates.

326. **7. SPECIAL APPROPRIATIONS (Classes IV-XI)**

After the estimates have been received by the Board and the Board has made the appropriations based upon these estimates, additional requests cannot be entertained, except in extraordinary circumstances. If cases arise during the year insistently calling for such extraordinary appropriations, these should be submitted to the Mission or responsible field organization for action and reference to the Board. Board action will be necessary before any expenditures may be made based upon such special requests.

327. **8. PROPERTY AND EQUIPMENT APPROPRIATIONS (Class XII)**

Property and equipment appropriations are made as the gifts are received or as the Board may allocate special funds for these items. Notice of each appropriation is sent to the field by the Board Secretary for the field concerned. The Treasurer of the Board also sends the numbered notice of the appropriation to the Field Treasurer.

328. 9. EXPENDITURES IN THE NEW YEAR

The Board shall attempt to advise the Missions or responsible organizations as to the exact Classes IV-XI appropriations for the new year on or before the first of the year. Pending such report and unless or until notified to the contrary, the Mission or responsible field organization is authorized to proceed temporarily with necessary expenditures on the basis of the regular basic, recurring appropriations for the previous year.

CHAPTER X

Property

329. **1. GENERAL STATEMENT**

The Mission or its Executive Committee shall be responsible for all property matters involving Board funds or Board property, except where these responsibilities have been specifically committed by the Board, or with Board approval, to the Church on the field, to a Board of Managers, or to some other responsible field body.

2. SPECIFIC RULES REGARDING PROPERTY

330. a. All property acquired by gift or purchase shall be held in trust for, or in the name of, the Board of Foreign Missions of the Presbyterian Church, U.S.A. except as action may be taken otherwise.

331. b. All building construction must have the approval and supervision of the Property Committee of the Mission or responsible field organization.

332. c. Title deeds of all properties shall be duly recorded in the way required by the government within whose territory the property is located.

333. d. The Board may, by action in each case, authorize transfer of title of property to the Church, church agency, or related institution. In all cases of transfer, the property may be held by a juridical corporation organized—under the laws of the country concerned—by the Church on the field, or by such other field agency or institution as may have been created with legal authority to exercise this responsibility.

334. e. The Board may authorize the lease of property to the Church, or church-related agencies or institutions, upon request from the Church or church agency through official channels.

335. f. No property owned by the Board or held in trust for the Board shall be sold, leased, or otherwise disposed of without the Board's consent.

336. g. No property of the Board is to be mortgaged or assigned for debt.

337. h. The erection of a building on Board-owned land, or the enlargement or improvement of a previously erected building, shall have prior Board approval, and the building erected, shall be held under the title of the Board and subject to its control and disposal, no matter what the source of funds (whether appropriations, gifts on the field, sources outside the Board's treasury, or personal funds of the missionary) used in its erection.

3. CHURCH EQUITIES IN BOARD PROPERTY

338. **a. Recording Church Equities**

Where contributions from national church groups form part of the funds used for the purchase or erection of property held in the name of the Board, all such equities shall be entered on the books of the Field Treasurer, showing in each instance the source of such funds and the Church or institution for which they are held. Earnings of schools and hospitals and government grants-in-aid used for purchase or erection of property, shall not be considered as equities of the local church groups.

339. **b. Church Equities Held in Trust by Board**

Where property has been provided, in whole or in part, by the Church or its constituents, but the title is in the name of the Board or its legal holding agency, such property, or church equity in such property, will be held in trust by the Board for the Church or other designated agency or institution of the Church.

340. **c. Church Equities in Property Sold**

In case of sale of property held in the name of the Board in

which the Church, its agencies, or institutions, has an equity, the proceeds of such equity as determined by the Mission or responsible field organization shall be turned over to the Church, its agency or institution for use in the continuing work.

341. **4. FUTURE USE OR DISPOSAL OF BOARD-OWNED PROPERTY**

In any plans for the future use of properties held in the name of the Board, the Board recognizes a dual responsibility: (1) a responsibility to the Presbyterian Church in the U. S. A. for the use of its contributions in the foreign missionary enterprises so that these may continue to advance the world mission of the World Church; (2) a responsibility to the national Church in each area, and the agencies and institutions for which most of these properties have been acquired, for their use in a continuing local program, as a part of the total ecumenical Christian program. These properties divide themselves into the following general classifications, and will be dealt with in each case as noted below:

342. **a. Missionary Residences**

Missionary residences shall generally remain the property of the Board and subject to its control, and shall be places for missionaries to live. They shall be administered by a Missionary Committee. Exception may be made in cases where such residences are a part of an institutional compound, in which case the property may be deeded to the Church or Board of Control, in case of transfer of the institutional compound as a whole.

343. **b. Church Buildings and Land**

Church buildings and land should, in every case possible, be transferred to the highest church court for use by the local congregation.

344. **c. Institutional Land and Buildings**

Institutional land and buildings shall be held, in each case, for the use of the institution and its continuing development under the Church or church-related Board of Managers. The

Foreign Board, in its plan of transfer of the administrative control of such institutions, recognizes that control of the property of the institutions is a part of the total control. The Board expects that such institutions shall continue to serve the Church and the community beyond the time of any possible administrative control by the Board or the Mission; and shall plan for the use of the property by those national church groups taking the responsibility for such institutions. It will, therefore, seek, together with the Church and its agencies: (1) to determine the time and manner of transfer in each case; (2) to provide for the continued use of property for missionary and church purposes, and (3) to provide for review and action by the Board on the use of the property or the proceeds of the sale of the property of institutions in the case of their discontinuance.

345. **d. Marginal Land and Buildings**

Marginal land and buildings not directly related to any institution or Mission or church group, such as outlying farm lands or building lots purchased but not used, shall be subject to disposal by the Board. The Board will determine, in consultation with the Mission or responsible field organization, whether the property shall be made available for use in the country, or whether it shall be sold and the proceeds returned to New York for use in the same area or elsewhere.

5. FIRE AND MARINE INSURANCE FUND

Save for certain buildings for which the Board approves special insurance, the Board carries its own insurance on Board-owned property in a Fire and Marine Insurance Fund held in New York.

346. **a. Emergency Repairs**

(1) Coverage for emergency repairs on Board-owned property other than cooperative institutions, made necessary by fire, storm or other natural causes, will ordinarily be made from the Fire and Marine Insurance Fund of the Board, upon the request of the Mission or other responsible field organization of the Board.

(2) Emergency repairs on property of cooperative institutions,

made necessary by fire, storm or other natural causes, should be provided for by insurance with local commercial companies. The Board, by special agreement in writing, may provide for its proportionate share of coverage through its own Fire and Marine Insurance Fund, such provision to be independent of the question of Board ownership or title to property.

347. **b. Replacement of Destroyed Property**

When a building is totally destroyed by fire, storm, or other natural causes, requiring replacement, the request should be placed in the Preferred Property List, with an expression of the judgment of the Mission or responsible field organization, as to the relative importance of such replacement in comparison with other property needs. The Board will determine whether any or all replacement funds should come from the Fire and Marine Insurance Fund or be secured by special appeal within the property quota of the Board.

6. SALE OR RENT OF BOARD PROPERTY

348. **a. Sale**

Property held in the name of the Board or its field holding body, not in use and unlikely to be needed for mission or church work, should be sold on the following conditions:

(1) Sales amounting to $1,000 or more are to be approved in advance by the Board, on recommendation of the Executive Committee or responsible field organization.

(2) The proceeds of sales are to be reported to the Board by the Field Treasurer and held intact, pending request from the Mission or field organization responsible for property matters, and Board action regarding their use.

349. **b. Rent**

Property held in the name of the Board or its field holding body may be rented under the following conditions:

(1) When property not needed for the work of the Mission or Church cannot be sold, the Mission or responsible field organization may rent it to suitable tenants on terms outlined by the responsible field organization.

(2) When property ordinarily in use by the Mission is temporarily vacant, it may be rented for short periods of time pending its reoccupation by the Mission.

(3) When any rental is for more than three years or for a sum of $1,000 or more per year, the lease shall be approved by the Board.

(4) The proceeds of all rentals shall be credited to the Board, and applied by the Board towards the regular repair and rental appropriations for that field.

350. 7. PROPERTY COMMITTEE

The erection of all buildings shall be under the general supervision of the Property Committee of the Mission or responsible field organization. The specific responsibilities of the Committee shall be as follows:

a. It shall secure and recommend adequate long term plans and detailed plans for each building to the responsible field administrative organization.

b. It shall let all contracts, on approval of the responsible field organization.

c. It shall recommend all land purchases.

d. It shall have general supervision of the construction of every building and shall arrange for such direct supervision of the construction as may be necessary. It may employ a supervising architect for major constructions, the cost to be within the total funds available for the building.

e. It shall keep the expenditures for the completed building within the funds available, and shall limit the original contract for each project to ninety (90%) per cent of the funds available.

f. It shall forward plans and blueprints of all buildings to the Board for its permanent file in the Treasurer's office.

351. 8. ARCHITECTURAL PLANS FOR BUILDINGS

The Board requires that all buildings costing over $1,000 shall have plans approved in advance.

a. Plans may be drawn by an architect on the field, in which case approval of the plans by the Mission or responsible field

organization on recommendation of the Property Committee shall be sufficient.

b. In case no field architect is available, Board approval of any plans proposed shall be secured before construction is begun. Local building regulations shall be complied with.

c. Fees for architectural plans and supervision should be included in the original estimates of costs.

352. 9. CONTRACT FOR THE ERECTION OF BUILDINGS

Each contract for the erection of a building or buildings shall be upon the following conditions:

a. The contract shall be for the completion of a building or unit of the building.

b. The contract shall take into consideration both the cost of commodities and the rate of exchange.

c. Where savings in exchange make it possible to secure the completion of the original building for less than the estimates and the appropriations, this shall be reported to the Board, and Board approval secured before any additions or enlargements are undertaken with funds available. The Board may cancel part of the appropriations if large savings on original plans are realized, due to a favorable exchange rate or lower cost of materials than originally estimated.

CHAPTER XI

Reports and Correspondence

A. REPORTS

353. Every missionary in the service and every missionary group looks two ways in that service, to the field and to the home Church through the Board. The following statements indicate some of the ways in which the missionary may aid the Board and the home Church.

354. **1. REPORTING THE FIELD WORK TO THE BOARD AND THE HOME CHURCH**

All missionaries should consider it a part of the missionary task to send information to the Board and the home Church which will stimulate the necessary interest and support of the world-wide program of the Board. This information will be of two general kinds: (a) annual reports on both personal and group activities; (b) news items and human interest material, giving information and inspiration for use in publicity.

355. **a. Annual Reports—General and Personal**

Each Mission or responsible field organization shall send to the Board annual reports, both general and personal. The Board would emphasize the importance of these reports; they are used by the Board for promotional purposes; by the Board Secretaries for a better understanding of the work as a whole, and are filed where they are constantly used by students of the history of Missions, both of the past and in the making.

(1) *The annual reports* shall cover every department of work and every institution, and should be accompanied by fuller institutional reports.

(2) *The personal reports* should be prepared with great care and should set forth in a clear and concise manner the work of the individual missionary as it relates itself to the whole task.

These reports:

(a) Should be submitted for approval to the Mission or responsible field organization.

(b) Should cover a twelve-month period from July 1 to June 30.

(c) Should be sent by the field secretary to reach the Board as soon as prepared, and not later than December 1st.

356. b. Letters from the Field

In addition to the regular reports of his work, each missionary should send a minimum of two and a maximum of four personal letters annually to friends and supporters. It is the practice of the Division of Literature and Publications of the Board to supplement the missionary's mailing list, which the missionary should send to the Division and keep as up to date as possible. All such letters should be sent to the Board in duplicate, one copy marked for the Foreign Secretary concerned and one for the Division of Literature and Publications. If the missionary prefers to cultivate his list of friends and supporters directly through duplicated letters, it is important that twelve copies of all such letters be sent to the Division of Literature and Publications.

Personal letters from individual missionaries are widely used by the Board, as follows:

(1) The Division of Literature and Publications depends very largely upon these letters for information in the wider cultivation of the Church. They are used in the preparation of composite station letters, leaflets, articles for "Outreach," "Presbyterian Life," and in many other ways.

(2) The letters or portions of the letters are duplicated to be sent to individuals or churches requesting current information on a given field.

(3) The Division of Special Gifts depends on these letters in helping to keep the churches which support individual missionaries and stations informed and interested in the work.

357. **c. Annual Narrative Survey**

The Field Secretary shall prepare an annual narrative survey of the entire work in its general aspects and setting, in such form that it can be used as a source of factual information and illustrative incidents in the compilation of the Board's printed annual report to the General Assembly. The narrative survey should be compiled as of December 1st of each year and sent promptly to the Board. The Field Secretary shall make frequent reports on significant events and changes in the local situation affecting the work, for use by the staff of the Board in a better understanding of the field and the field situation.

358. **d. The Field Reporter**

(1) Each Mission or missionary group should appoint a "Reporter" who will associate others with himself in a reportorial staff which shall be responsible, through the Reporter, for furnishing the Division of Literature and Publications of the Board:

(a) News stories, incidents and significant events showing the progress and gains in the work, especially in evangelism. This will include the ministry of preaching, medical service, education or other types of work.

(b) Stories written around the missionary for use by editors of papers in towns and cities where the missionary has relatives or supporting constituency.

(c) News stories regarding outstanding national Christian leaders.

(d) Specially prepared articles for church papers and magazines as these may be requested by the Division from time to time.

(e) Reports on current events and news affecting the missionary enterprise in the field.

359. **e. Photographs**

Story-telling photographs and transparencies portraying life and action, of a general and especially of a missionary character, and portraits of outstanding Christian leaders, are earnestly desired from every station and individual for a wide and increasingly important use in audio-visual materials and literature. Prints on

glossy paper, accompanied by negative, should be sent to the Division of Literature and Publications. Negatives must be 2¼ x 2¼ or larger. For negatives and transparencies accepted, payment will be made according to schedule of rates in effect at time of receipt. Individual missionaries interested in photography should consult with the Audio-Visual Committee on the field and offer their cooperation in securing an adequate photographic coverage.

B. CORRESPONDENCE

360. **1. PERSONAL CORRESPONDENCE**

a. Individual missionaries should correspond with the Secretaries and Treasurers fully and frequently regarding the work as a whole and their own task in particular.

b. Correspondence relating to different departments of the Board should be written on separate sheets with clear captions, though for postal economy these are mailed under one cover.

c. Correspondence with reference to travel, purchase and shipping of goods, adjustment of accounts, and other personal financial matters, should be addressed to the Treasurer.

2. OFFICIAL CORRESPONDENCE

361. **a. Foreign Secretaries**

The Board's Foreign Secretaries conduct the official correspondence of the Board with the Missions or responsible field organizations and the field Council in a designated area.

362. **b. Functional Secretaries**

The Board's functional secretaries correspond with the fields in the interest of these functional tasks, clearing all such correspondence with the Foreign Secretary for the particular area.

The following functional secretaries conduct such correspondence:

(1) Literacy and Literature
(2) Audio-Visual Education and Evangelism
(3) Family and Community Services

(4) Industrial and Urban Evangelism
(5) Rural and Village Work
(6) Overseas Women's Work
(7) Students and Scholarships

363. c. Official Requests

(1) Correspondence of the Mission, its members or responsible field organization, such as official minutes, estimates, requests for reenforcements and new property, furloughs, and all other matters requiring Board action, should be addressed to the Board Secretary especially responsible for the particular Mission. This will keep that Secretary's office in full and responsible touch with the field, and enable him to refer to other departments any matters requiring their attention.

(2) All requests for new missionaries, new property or work funds must have the approval of the Mission, or its Executive Committee, and of any existing Field Council; otherwise the requests will be referred back to the field for proper endorsement.

CHAPTER XII

Amendments

364. Any Mission or Field Council may suggest to the Board amendments to the Manual. The Board reserves the right, after consultation with the Missions, if practicable, to modify or amend the Manual in what appears to be the best interests of the cause at home and abroad.

When any proposed major modification of the Manual is under consideration, it is the Board's policy to bring such amendment first to a regular meeting of the Board, and then to refer it to appropriate committees or departments concerned before final action is taken at the next regular meeting of the Board.

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